

## FINANCIAL TIMES

## GEORGIA

Two new players take centre stage

Page 2

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## World News Business Summary

## Russia erects trade barriers against republics

The deepening crisis in the former Soviet states is forcing up trade barriers and triggering strikes by workers and retrenchments by officials. Russia is banning the export of some 50 commodities to those republics that have in the past erected trade barriers against Russian goods, principally Ukraine. Page 14

**Missed proliferation**  
Richard Cheney, US defence secretary, said prospects of nuclear proliferation had "significantly increased" as a result of the break-up of the Soviet Union. Page 2

**UN ease for Cambodia**  
A Japanese official will head the UN operation in Cambodia, the biggest of its kind yet mounted. Yasushi Akashi, a US-educated former diplomat, will be in charge of a budget of some \$1.5bn. Page 14

**EC helicopter inquiry**  
The Yugoslav army blamed poor co-ordination and mistakes in air traffic control for the shooting down of a European Community helicopter, in which five EC members died. Page 2

**Sign-off Mexico versus UK**  
Britain and other EC members may be taken to the European Court of Justice to carry out environmental impact studies on big construction projects. Carlo Ripa di Meana, EC environment commissioner, warned. Page 2

**Democrat leaves race**  
Governor Douglas Wilder of Virginia has bowed out of the race for the US Democratic party's presidential nomination. Page 4

**Mexico acts on energy**  
Mexico has set up a commission to co-ordinate Mexico City's fight against air pollution. Page 4

**SA pop tour protest**  
Radical Black South African group, the Azanian People's Organisation, repeated its threat of violent protest against a tour by US singer Paul Simon, two days after a hand-grenade attack on the concert organisers' offices. Page 5

**US jury awards \$50m**  
A Kansas City jury has awarded \$50m to the family of a serial killer victim, for \$50m, the first export order won by Spain for this equipment. Page 5

**Le Pen loses trial case**  
Jean-Marie Le Pen, leader of France's extreme right and opponent of French involvement in the Gulf war, lost a libel suit against a political satirist who said Le Pen would belly-dance in front of President Saddam Hussein. Page 5

**FIS protests in Algiers**  
Several hundred Islamic Salvation Front supporters marched through central Algiers, despite a ban on demonstrations during election campaigning. Page 5

**Running out of options**  
Hasiba Boulmerka, the world 1,500 metres champion, is considering leaving her native Algeria after being denounced by the Islamic Salvation Front for running with naked legs in front of thousands of men. Page 5

## Airbus crisis could put new airliner under threat

Airbus Industries, European aircraft-making consortium, is facing a crisis because of severe financial and management difficulties among its three main partners which are jeopardising the development of the new A319 airliner.

Although Airbus trebled its operating profits to a record \$200m last year, managing director Jean Pierson said the consortium risked being destabilised by difficulties at Aérospatiale of France, Deutsche Aerospace and British Aerospace. Page 14

**EUROPEAN Commission**  
appeared to be on a collision course with the UK government over ministers' plans to set up an enterprise zone in north Lanarkshire, Scotland, to cushion the effects of the closure of the Ravenscraig steelworks later this year. Page 14; Blow to Clyde port, Page 6

**US and JAPANESE**  
motor industries still face a potential rift in spite of promises by Japanese manufacturers to increase purchases of US parts and to market in Japan more vehicles made by General Motors, Ford and Chrysler. Page 4; Lex, Page 14; Chrysler to be a star, Page 15

**STERLING**: Pressure on the Bank of England to help the pound intensified after the currency closed for the first time in London below its effective floor in the European exchange rate mechanism, closing at DM1.63. Page 14

**KLM Royal Dutch Airlines** and British Airways came a step closer to merger as the Dutch carrier said a solution to the issue of landing rights had "probably been found". Page 15; Lex, Page 14

**GERMAN Institute for Economic Research** president Lutz Hoffmann warned that a strengthening of Germany's economic growth by high interest rates could cause an expected economic slowdown in east Germany to collapse. Page 2

**MCC**: The illicit operation by the late Robert Maxwell to support Maxwell Communication Corporation shares may have begun as early as October 1990. Page 15

**GERMAN** Bundesbahn state rail network signed a document of intent to buy 114 Spanish Talgo railway wagons for \$30m, the first export order won by Spain for this equipment. Page 5

**IOSCHELES**, highly-gearred UK management buy-out vehicle for the Gateway food stores, outlined a retargeting strategy aimed at moving the group towards refocusing, as it lifted pre-tax profits for the half-year ended November 9 to £17m against a previous £700,000. Page 5

**EUROPEAN TOP 500**: With next Monday's FT, a 32-page review of the top 500 companies by market capitalisation and turnover

**Weekend FT**  
Tomorrow: London's property crash, how 1980s heroes, like Godfrey Bradman (right), fell to earth

Has the Champagne bubble burst?

## CONTENTS

Hong Kong economy: Wisdom of the fixed link with the US dollar is questioned. Page 5

Terrorism: The IRA's bombing campaign fails to break Belfast's heart. Page 7

Technology: Concert musicians make the most of the new sound of music. Page 8

North Sea oil: Britain sharpens up the industry's safety drill. Page 9

Editorial comment: Kick-starting global growth: Educating the majority. Page 12

Books assessed: The company's appeal to US patriotism may have backfired. Page 12

French industry: Jean Syrota chosen to lead the Thomson-CEA industrial group. Page 14

International: 2-3 Asia Guide + Review. Page 11

Companies: 10-12 Commercial Law. Page 14

Commodities: 13-15 Oilseed. Page 14

European issues: 16-18 Overseas. Page 14

World Trade: 19-20 Financial Comment. Page 14

Books: 21-22 Asia Guide + Review. Page 11

Letters: 23-24 Lex. Page 14

Management: 25-26 World Index. Page 12

Observer: 27-28 World Trade. Page 12

## Struggle for control of Black Sea Fleet intensifies

**THE STRUGGLE** for control of the Black Sea Fleet yesterday assumed the proportions of an inter-state crisis as Russian politicians demanded that territory be seized from Ukraine if it took over the nuclear-armed navy.

Mr Boris Yeltsin, the Russian president, told workers at an aerospace plant in Olyanovsk, in the Urals: "No one, not even [Mr Leonid] Kravchuk will take the Black Sea Fleet

away from Russia... [it] was, is and will be Russia."

Mr Kravchuk, the Ukrainian president, told Ukrainian officers that Russia was "testing our resilience over the naval dispute. On Wednesday, he declared that the fleet would be taken over by Ukraine from

now on".

Claiming he was not in breach of accords signed in Minsk last week, he said: "As

an independent state Ukraine

has the right to have its own armed forces."

Russian politicians of various hues yesterday joined an increasingly bitter war of words against Ukraine. Mr Sergei Bagapsh, leader of the hardline Russian faction in the Russian parliament, called on Mr Yeltsin to abrogate the 1954 decision which ceded the for-

merly Russian region of Crimea — in which Sebastopol, the fleet's headquarters, is located — to the Ukraine, and to allow "any region outside of Ukraine" because of the presence of 11m ethnic Russians in that republic, he is under growing pressure to confront Mr Kravchuk on this issue.

The leadership of the centrist Democratic Party of Russia said in a telegram to Black

Fleet personnel that the takeover of the fleet by Ukraine "could result in tragic consequences for the people of the Commonwealth".

Although Mr Yeltsin said that "we cannot quarrel with Ukraine" because of the presence of 11m ethnic Russians in that republic, he is under growing pressure to confront Mr Kravchuk on this issue.

A meeting of naval shipyard workers in Sebastopol has

called to be taken under Russia's protection if Ukraine continues to demand control. A meeting of naval officers in the town demanded that the fleet remain under control of the Commonwealth of Independent States.

Mr Yeltsin has instructed Admiral Vladimir Chernavin, the head of the Soviet navy, to

Contain on Page 14

Nuclear fear, Page 2

Some US businessmen are sceptical about the substance of the agreements

## Bush hails Japan trade mission as a success

By Stefan Wagstyl in Tokyo

MR GEORGE BUSH, struggling off his collapse at a Tokyo banquet on Wednesday night, yesterday announced a series of bilateral economic and trade agreements closed for the first time in London below its effective floor in the European exchange rate mechanism, closing at DM1.63. Page 14

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## France unveils job schemes as unemployment nears 3m

By William Dawkins and Ian Davidson in Paris

FRANCE'S embattled Socialist government yesterday launched a package of job-creating measures in the hope of stemming the rising tide of unemployment before it reaches the politically damaging level of 3m.

Unemployment has risen steadily since 1990 to a record 2.6m, or 9.8 per cent of the workforce. It has become the leading issue in the run-up to the regional poll in March and general elections next year.

The measures are aimed at long-term unemployed — mainly the young and the over-50s — who represent nearly a third of the total. They will offer 18-month subsidised training schemes for young people who have been out of work for more than six months and who do not have qualifications to get apprenticeships.

The government will also extend the scope of an existing scheme under which companies can get temporary relief from social security charges for taking on long-term unemployed.

A poor growth outlook for the French economy this year — though no worse than that in many other European countries — adds to the pressure on the government to be seen to be taking action. The measures take effect from the end of next month.

This is the third round of job-creation proposals announced by the government since Mrs Edith Cresson became prime minister last May and many people assume they will have little impact. Unions and employers yesterday gave a cool reception.

Mr Marc Blondel, general secretary of the Force Ouvrière union, said the plans were "middle headed". He added: "You can sense behind all this the spectre of 3m unemployed. Everything will be done to avoid that figure being reached."

Keen to avoid raising unrealistic hopes, the Labour Ministry stressed there would be "no miracle". Government officials estimate the plan will cost "several billion francs".

Rising unemployment has been a factor in the government's declining popularity, with Mrs Cresson currently getting the lowest opinion poll scores of any French prime minister in the 33 years of the Fifth Republic.

However, both she and President François Mitterrand are resisting pressure for a government reshuffle. Mrs Cresson said yesterday: "I was appointed to be daring and vigorous... you have to be impulsive to criticise."

Mr Pierre Béregovoy, the finance minister, is at the same time holding firm to his policy of budgetary and monetary rigour. He wrote to the Figaro newspaper this week: "As long as I am minister of finance, there will be neither a devaluation of the franc nor a return to inflation."

## MARKETS

## STEALING

New York lunchtime: \$1,8115

London: DM1,5645

\$1,8225 (1.872)

DM2,83 (2.855)

FF19,656 (8.6875)

SF2,5275 (2.53)

Y229,5 (23.75)

£ Index 91,0 (91,4)

New York Comex Feb

London: \$357,5 (351,5)

DM33,75 (350,3)

Y224,65 (24,65)

US 30-year Treasury Bills: \$17 (17,05)

Chief price changes yesterday: Page 15

## DOLLAR

New York lunchtime: 2,497,9 (+1.09)

FT-A All-Share:

1,191,18 (+1.1%)

FT-SE Eurotrack 100:

1,100,02 (+1.8%)

New York lunchtime:

DM1,5475 (1.515)

SF1,5285 (5.175)

Y126,2 (1.351)

DM1,5475 (1.515)

## EUROPEAN NEWS

## Yugoslav peace prospects revived during EC talks

PROSPECTS for a negotiated solution to the civil war in Yugoslavia flickered back to life last night as Mr Slobodan Milosevic, president of Serbia, said a European Community blueprint to provide self-government and minority rights guarantees for Serbs in Croatia were "adequate".

Though the Serbian leader raised hopes of a breakthrough by expressing similar sentiments on this issue of the conflict last October, a senior EC diplomat last night expressed hope that "this time the movement looks more solid".

Mr Milosevic was told by the EC that "he has to move now

or risk total isolation", an EC diplomat said. After Tuesday's killing of five EC monitors, when their unarmed helicopter was shot down by a Yugoslav air force jet over Croatia, Serbia would "have nowhere to turn unless it comes to terms", he added.

The Yugoslav army yesterday blamed poor co-ordination and mistakes in air traffic control for the shooting down of the helicopter. But the interim report, delivered to the EC monitoring mission in Zagreb, said:

authorities had not been told about their incoming flight from Hungary. The Hungarian authorities had informed the air control centre in Zagreb of the flight, but the MiG pilot had been in contact only with air control in Belgrade.

Four of the five dead were Italians who were buried with full honours yesterday after a service in which Pope John Paul lamented the "agonising tragedy" of Yugoslavia's war.

Politika, a pro-Serbian daily paper with close ties to the military, carried the army's explanation, saying the EC helicopters had been in closed air space, and federal military

The conference was attended by Mr Herbert Okun, a senior aide to Mr Cyrus Vance, the United Nations special representative, emphasising to the presidents of the six Yugoslav republics that the EC peace process and UN efforts to send a 10,000-strong peacekeeping force to Croatia formed part of a single strategy.

Lord Carrington, the former UK foreign secretary who chairs the conference, stressed that the seven-year-old ceasefire and the UN decision to send a 50-strong advance guard to Yugoslavia, plus the prospect of the EC recognising those republics, including Slovenia

and Croatia, which fulfilled a list of democratic conditions, had transformed the background to the talks.

"For the first time it really does look as though the ceasefire will hold," Lord Carrington said, but he cautioned that "it would be an exaggeration to say the way is entirely clear" for a political settlement.

Mr Milosevic, who left the Brussels conference after a visibly cordial discussion with President Franjo Tudjman of Croatia in the courtyard of the Egmont Palace in Brussels, insisted Serbia would demand the right to remain at the heart of a reduced Yugoslavia.

## UK likely to face court over big projects

By John Hunt, Environment Correspondent

IT IS likely that Britain and other EC members will be taken before the European Court for failure to carry out environmental impact assessments on large construction projects, Mr Carlo Riva di Meana, EC environment commissioner, warned last night.

"It seems to me likely that it will fail to be resolved by the European Court of Justice at the end of the day," he said.

He said the European Commission was proposing to extend the use of such assessments to cover proposals and policies put forward by EC governments.

An announcement on the new proposals extending the principle to governments will be made in two weeks time, he said. At present the directive on impact assessments applies only to large individual projects.

"It is now clear that this is not enough," he said. "It is essential that policies, plans and programmes are also subjected to environmental impact assessments."

He envisaged that this would also apply to EC policy at a later date.

He renewed his strong criticism of the British government for pressing ahead with large schemes which he had called to be suspended because environmental assessments had not been properly made.

The reaction of the British government and some parts of the British media "have left a bitter taste in my mouth", he said. "There has been absolutely no victimisation of the United Kingdom, no singling out to the exclusion of other member states."

UK schemes include the Channel tunnel rail link, East London river crossing and M3 extension near Winchester.

Britain and other EC states have argued that projects in the pipeline when the directive came into force in July 1988 should be exempted. But the commission rejected this. He said the commission had opened proceedings for breach of the directive against 10 governments, including Britain, and proceedings would soon start against an 11th.

## Privatisation 'to go ahead' in Poland

By Anthony Robinson, East Europe Editor

POLAND'S new minister of privatisation, Mr Tomasz Gruszecki, has taken the unusual step of publicly declaring his support for Poland's complex and widespread privatisation programme.

In a move apparently designed to dispel the impression that the centre-right government led by Mr Jan Olszewski has a lower commitment to privatisation than its predecessors, the minister said considerable attention would be given to its implementation.

The aim of the programme is to privatise some 200-400 medium to large state enterprises. Their ownership will be transferred to national investment funds (managed by international fund managers), whose shares will be distributed to members of the public.

The previous government, which drew up the plan, was advised by a number of City companies and banks, including S G Warburg, the merchant bankers, and accountants Touche Ross.

Before Christmas, Mr Olszewski, the prime minister, had criticised the former government's economic policies, saying he rejected "the theory of building a healthy economy only on the ruins of state enterprises".



Ousted President Gamsakhurdia ventures out of his heavily guarded house in Armenia yesterday

## Two players take the stage after Georgia's one-man band bows out

Neil Buckley identifies the new centres of power in Tbilisi

THE fighting may have stopped, but those who hoped President Zviad Gamsakhurdia's flight from Georgia on Monday would end the republic's problems have been disappointed.

Recent demonstrations in the capital, Tbilisi, have shown that support for the president remains, and with the new military council resorting to force to disperse them twice in the past week, it is clear that Georgia faces an uphill struggle to re-establish democracy.

The military-political situation is, in true Georgian fashion, colourful, complex and possibly dangerous. The republic is in effect being run by two people: the leaders of the military council. Both are supported by their own armed groups.

Mr Tengiz Kitovani, 52, a classmate of Mr Gamsakhurdia and previously a close friend, is a former sculptor and dissident. He later became chairman of the state defence committee in Mr Gamsakhurdia's government and created the Georgian national guard last year. He commands remnants of that guard who refused to obey Mr Gamsakhurdia's order to disband during last August's attempted coup in Moscow.

Mr Jaba Ioseliani, 65, was a member of a Georgian partisan movement in his youth, and later a professor of dramatic art. Three years ago he founded the Mkhedrioni, or Knights of Georgia, a shadowy group claiming to defend human rights and ethnic minorities. The Mkhedrioni are believed to have provided the masked gunmen who twice fired into crowds of Gamsakhurdia supporters in Tbilisi.

This violence has damaged the reputation of the military council, as has continued speculation about the two leaders' criminal records. Mr Ioseliani and Mr Kitovani claim these contain only political charges in disguise. But they are unsure how long that process might take.

Contradictory statements by Mr Ioseliani and the council, and his insistence on holding separate press conferences, have led to speculation about friction between them.

Certainly, the two sides envisage different routes towards new parliamentary elections.

The four militias have been united by their defeat of Mr Gamsakhurdia, and the military council hopes to merge them into a new Georgian national guard. Whether that can be achieved, given a his-

tory of mutual suspicion and conflict, remains to be seen.

In civilian politics, the most important figure is Mr Tengiz Sigua, a former engineer who was Mr Gamsakhurdia's prime minister until resigning last August. He has been named caretaker prime minister by the military council and has appointed a provisional government of 10 ministers.

There are two jokers in the pack. One is Mr Edward Shevardnadze, former first secretary of the Georgian Communist party and then Soviet foreign minister. Both the military council and opposition deputies have said he could be of great assistance to Georgia, but they are unsure how he would be greeted by the people.

Mr Shevardnadze is detested by Gamsakhurdia supporters as an "agent of Moscow".

The other is Mr Jorge Bagrationi, descendant of the Georgian royal family that ruled until 1807, who has been trying to contact the opposition leaders after they spoke of a possible constitutional monarchy.

It is not clear, however, how Georgians might react to the idea of a Spanish-born racing driver as king.

## Finland weighs up benefits of EC entry

By Robert Taylor in Stockholm

FINLAND would enjoy real economic advantages if it joined the European Community, including an 8 per cent increase in real incomes, 100,000 more jobs, lower prices and taxes as well as stable interest rates, according to a report published yesterday by the Finnish government on the pros and cons of Finnish entry.

Mr Esko Aho, the prime minister, said his four-party coalition would make up its mind on whether to seek EC membership by the second half of next month.

The document pointed out that Finland's protected agriculture and food processing industries would be "the biggest challenge" if the country decided to join the European Community.

But the report suggests it ought to be possible for Finland to negotiate a satisfactory deal with Brussels to ensure that its agricultural sector could adjust over time and benefit from the EC's regional policy.

It points out most of Finnish farming faces severe climatic conditions not experienced by EC countries and this would justify making accommodations within the EC's present agricultural policy. Under present EC rules Finland could suffer a 30 per cent drop in its agricultural production, it calculates.

The Finnish government points out that the country's farmers, many of whom remain hostile to the EC, are likely to face much greater disruption from agricultural reforms being proposed under the Uruguay Round of GATT talks than from the EC. The document admits that "adjusting prices to the EC level would have an unavoidable impact on production and employment".

The document takes a positive view of the impact of membership on Finnish manufacturing industry as well as its forestry and fishing sectors.

However, it suggests that as an EC member Finland would still bear responsibility for its own defence as a neutral country and adds that Finland's traditional security policy could continue.

The balanced document should give a positive boost to those in Finland who want the country to apply for EC membership as soon as possible.

Prime Minister Aho, however, faces difficulties inside his own

Centre party where two ministers

are already threatening to resign if the four-party coalition government seeks EC membership this spring.

However, the Conservatives, the Centre party's main allies in the government, favour EC entry and so do the main opposition Social Democrats.

## Russia's new economy chief sees western aid as crucial

By Leyla Boulton in Moscow

THE Russian government may not survive unless it gets rapid help from the west in pushing through bold market reforms, according to Mr Peter Aven, Russia's new foreign economic relations minister.

Mr Aven warned yesterday that unless Russia obtained further debt relief, the west could soon be dealing with a communist regime again, but a much tougher one.

He said that even after the deferral of principal payments on medium- and long-term loans finalised with the Paris Club last week, Russia and the republics have to pay \$3bn to creditors this year.

None of the other republics have so far honoured a pledge to share responsibility for foreign debt obligations.

In Aven's view Russia wanted a \$4.5bn stabilisation fund to make the rouble convertible at a pegged exchange rate this year. It was also seeking balance of payments loans, more direct food aid credits, and a lifting of western trade barriers - for instance to sell ura-

nium on the US market.

The 36-year-old economist displayed all the cheering characteristics of Russia's first post-communist government: youth, intelligence, ability, and self-confidence.

He said, however, that many westerners were still nostalgic for "the older friendlier government bureaucrats" who were swept from office with the collapse of the union. Another problem was westerners' lack of knowledge about the severity of Russia's economic crisis, partly because "we have a great tradition of lying to the west about how great this country is, and about how many tanks and gold we have".

Mr Aven hoped the stabilisation fund advocated by Professor Jeffrey Sachs, architect of Poland's shock therapy and now part of a team of western economists advising the new government, would be forthcoming in March or April. By then the government would have freed the domestic price system of artificially fixed official and commercial rates.

With a western stabilisation

fund behind it, the government wanted to introduce a stable exchange rate. Mr Aven said the rate was bound to come down from its current rate of around Rbs100 to the dollar - he hoped to between Rbs50 to the dollar.

On the government's strategy for attracting investment, Mr Aven promised that legislation on the exploitation of oil reserves and laws granting 1920s-style concessions to foreigners would be ready in January. But he added: "The main thing which will attract foreign investment is if this government survived at least three four or six months."

He said it would take time for the effects of a decree throwing open foreign trade and establishing limited commerciality of the ruble to be felt. But he was pleased with the results one week on.

He reported that 70 foreign exchange bureaux had opened in Moscow since the government liberalised the old system of artificially fixed official and commercial rates.

Christopher Parkes adds from

meant that "reductions in real income will have to be made" by west Germans.

The Bundesbank's decision last month to put up German interest rates by half a percentage point was defended yesterday by one of its directors, Mr Oskar Isele.

The bank had acted because of a strong rise in the money supply and the need to maintain the credibility of its monetary target for 1992, he said.

Confidence in the Bundesbank would be diminished if it tolerated too rapid a rise in the money supply.

Christopher Parkes adds from

Bonn: Around 500,000 people will join German job queues this year, according to Mr Heinz Fischer, head of the federal labour office. By mid-year, he said yesterday, there will be 1.25m registered unemployed in the east, about 400,000 more than at the same time last year.

Numbers in the west, hit by the economic slowdown, will rise by 100,000.

Unemployment figures for December showed an increase of 113,000 in the west to 5.8 per cent and 7,000 in the east to 11.8 per cent.

However, figures for the east did not include mass redundancies

resulting from the ending of job creation and short-time working contracts, which, according to unofficial estimates, may rise to 400,000 out of work next month.

The tightening labour market and looming recession are having some effect on this year's pay negotiations. Steel workers, offered a 5.4 per cent two-stage pay rise in talks on Wednesday night, dropped strike threats and agreed to resume talks on Sunday.

It has also appeared in public service unions, where some officials have said the formal claim of 9.5 per cent is unrealistic.

## Bundesbank assailed over interest rate policy

By Leslie Collett in Berlin and Andrew Fisher in Frankfurt

THE Bundesbank's policy of high interest rates could spell economic disaster for east Germany, leading economists warned yesterday.

Mr Lutz Hoffmann, president of the German Institute for Economic Research (DIW) in Berlin, said a stranglehold of Germany's economic growth by high interest rates could bring an expected economic upswing in east Germany to a abrupt halt.

Mr Heinz Flassbeck, also of DIW, accused the Bundesbank of following a monetary policy which amounted to "recession".

He recommended that the

central bank adhere to a steady expansion of the money supply of between 5 per cent and 5.5 per cent instead of between 3.5 per cent and 5.5 per cent.

The two economists' concern followed comments earlier this week by Professor Hans-Karl Schneider, one of the government's leading economic advisers, that current high interest rates were not appropriate to the economic situation.

The DIW said an economic recovery in east Germany was only possible through continued massive investments from the west which were based on budgetary transfers. This

meant that "reductions in real income will have to be made" by west Germans.

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Christopher Parkes adds from

Frankfurt, Leipzig and Hamburg were still under consideration, he added.

The main barriers now standing in the train's way include the SPD governments controlling the states through which the line must pass, and Germany's powerful environmental lobby, which is unhappy about the ecological impact.

Experts claimed yesterday that the novel machine would reduce carbon dioxide emissions, and that at full speed it made no more noise than a Volkswagen mini-bus.

Through Hanover, Cologne, Frankfurt, Leipzig and back to Berlin were still under consideration, he added.

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## WORLD TRADE NEWS

## Bundesbahn to buy 114 Spanish rail wagons

By Peter Bruce in Madrid

THE GERMAN state railway monopoly, the Bundesbahn, yesterday signed a document of intent to buy 114 Spanish railway wagons for 380m pesetas that is mark the first time that Spain has been able to export its unique Talgo railcar technology.

Peter Kohl, the chairman of the Bundesbahn, Mr Helmut Kohl, the man due to sign in Madrid this night, were triggered by Spain's decision in 1988 to award a 100m contract for high-powered locomotives to Siemens.

The Talgo wagons are produced by a joint venture between Renfe, the Spanish railway monopoly, and a privately-owned Spanish group, Talgo (the Spanish acronym for the acronym). Only light railcars (not trains) is a technology developed more than 40 years ago in Spain and used by the Spanish and British Rail jointly during the Franco dictatorship.

France had endorsed Spain's railway gauge to be wider than the conventional European gauge in order, it is said, to deter invasions.

Then, one of the characteristics of Talgo, which is used by Renfe in a luxury inter-city train, is that its wheel arrangement enables it to pass from the Spanish to the French gauge without stopping on the run between Madrid and Paris.

The Talgo 200 series ordered by the Bundesbahn has already been tested at speeds of over 250km/h with a Siemens locomotive, though too late to bid for Spain's first high-speed train contract in 1988, which went to GEC Alsthom.

Since then, the Talgo partnership has been trying to sell its technology to continental buyers and in the US.

The Bundesbahn plans to use the Talgo trains on overnight routes between Berlin and Bielefeld, Munich and Zurich. Talgo's manufacturers claim that because it is so light it saves on engine energy and that its carriages are connected in such a way that they do not jolt.

Essentially, Talgo technology is based on the fact that each wheel has its own axle, placed between and not under the carriages, and which can be independently manipulated.

This places the suspension above the point of gravity of each wagon, enabling it to achieve high speeds with sharply reduced lateral movements.

Talgo is likely to be a strong competitor, say its manufacturers, when the Spanish railway next adjudicates a high-speed contract.

That, however, is not likely to be until the next century and the joint venture is aggressively seeking new export business.

## Major, Kohl seek early Gatt accord

By Quentin Peel in Bonn



MR Helmut Kohl, the German Chancellor, and Mr John Major, the British prime minister, yesterday discussed the stalled world trade talks under the General Agreement on Tariffs and Trade (Gatt) in a 35-minute telephone conversation, and agreed it was essential to reach an early conclusion.

Their talk, arranged before the Christmas holiday, comes on the eve of the two-day European Community ministerial meeting in Brussels opening today, and involving foreign, trade and farm ministers.

The aim is to get a positive message from the ministerial meeting on Saturday, a German official said yesterday.

We need a positive message for Geneva to conclude the talks in the early spring,"

A British spokesman in London said there was "a shared determination on the part of

not only Mr Kohl and the prime minister, but also US President George Bush, to reach agreement."

In Bonn, a somewhat irate chanceller's office, where

the conversation had been assumed to be confidential, simply confirmed the British statement.

The issue of the Gatt negotiations remains extremely sensitive in Germany, where a strong free-trade lobby, headed by Mr Jürgen Möller, the economic minister, has been campaigning against the equally entrenched agriculture lobby, headed by Mr Ignaz Kiechle, the agriculture minister.

In spite of claims from the Möller camp that the battle has been won, Mr Kiechle last year won a firm pledge from the cabinet that whatever farm subsidies were lost in the form of high and protected prices would be replaced in the form of income support.

Even the British are not satisfied on agriculture, one senior official said. "The key question is: what will replace price cuts?"

Chancellor Kohl is also mindful of the need not to offend France, his closest ally in the EC, which is the largest

agricultural exporter in the Community and therefore by far the most affected by the proposed Gatt farm trade liberalisation.

"Now is an unfavourable moment to go against France," one foreign policy commentator said yesterday. "There are many governments taking part in the Uruguay Round negotiations, including Yugoslavia. But Chancellor Kohl also knows he cannot have it both ways any longer."

German officials said yesterday that the compromise proposals put forward by Mr Arthur Dunkel, the Gatt director-general, were "not enough" but still a "useful basis" on which to take the negotiations forward.

Even the British are not satisfied on agriculture, one senior official said. "The key question is: what will replace price cuts?"

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## Appeal for acceptance of Uruguay Round drafts

By Frances Williams in Geneva

MR Arthur Dunkel, Gatt's director-general, has urged governments taking part in the Uruguay Round negotiations to accept his draft package of accords as a basis for continuing talks, leaving open the possibility that some aspects be reopened.

German officials said yesterday that the compromise proposals put forward by Mr Arthur Dunkel, the Gatt director-general, were "not enough" but still a "useful basis" on which to take the negotiations forward.

The 108 countries involved are due to give their reactions to the package, finalised on December 30, at a meeting of the top-level Trade Negotiations Committee next Monday.

Alarmed that objections to the agriculture deal could open the floodgates to every country dissatisfied with this or that proposal, Mr Dunkel yesterday summoned senior officials from the main trading nations to urge provisional acceptance of the draft package and to set a timetable for further talks designed to conclude the Round by April 15.

It was always envisaged that once the draft package was agreed there would need to be some weeks of detailed bilateral negotiations on market-opening measures for both goods and services, as well as some "fine-tuning" of the legal language. These bilateral deals, "multilateralised" by Gatt's non-discriminatory most-favoured nation rule, will be an integral part of the final Uruguay Round accord.

Unless EC ministers change

tack when they meet in Brussels today and tomorrow, the Community looks set to demand renegotiation at least of that part of the package dealing with farmers' compensation payments. Mr Dunkel's concern will be to create scope for a limited number of changes necessary to bring all participants on board.

## Sweden to reform foreign aid terms

By Robert Taylor in Stockholm

SWEDEN is about to reform its aid programme to the developing world by insisting recipient countries prove their commitment to democracy, the defence of human rights and the creation of free market economies before they receive bilateral financial assistance.

Action will also be required by the recipients to stamp out corruption and to make sure aid reaches those who need it.

The shift in Swedish foreign aid policy will be announced today when the new non-Socialist government presents its first budget. However, Sweden will retain its commitment to provide the high level of 1.0 per cent of its gross domestic product to development assistance.

It remains only one of four countries in the world that has met the United Nations target of 0.7 per cent of GDP. The others are Holland, Denmark and Norway.

In the last financial year the Swedish government allocated just under SKr13bn (\$1.34bn)

## OECD export credit rates

more than eight years 8.55 (same);

US DOLLAR for credits of up to five years 7.09 (7.52); for credits of over five years 7.49 (7.92).

These rates are published monthly by the Financial Times, normally around the middle of each month. They apply to all export credits. However, on those to middle-income and poor developing countries the OECD matrix rate can be used if lower.

This matrix was changed most recently on July 15 1990 and will be subject to change on February 15.

## EC unmoved by Dunkel doctrine

David Gardner on dismay in Brussels at an obstacle to farm reform



MR ARTHUR Dunkel, director-general of the General Agreement on Tariffs and Trade (Gatt), is not a popular man in Brussels just now. The majority view in the European Commission, and within the EC's 12 member states, is that his doctrinaire attitude towards liberalising farm trade is putting a new world trade order beyond reach – as well as queering the pitch for radical reform of the Community's Common Agricultural Policy (Cap).

On December 23, the 12 said Mr Dunkel's blueprint for farm trade "is not acceptable, and therefore has to be modified". Little different can be expected from today's EC council of foreign, farm and trade ministers, called to pronounce on the Swiss diplomat's draft conclusions to the Uruguay Round before the "crunch" meeting in Geneva on Monday.

Then, all 108 participants in the five-year trade talks are to respond to a package designed to liberalise trade not only, or even primarily, in agriculture, but to set new rules in sectors such as services and intellectual property rights. But the EC, to the frustration of most of its members, looks trapped by the agriculture chapter.

Prospects of a farm trade breakthrough had brightened after six weeks of hard, bilateral bargaining between the EC and the US, but on December 15, when only six tonnes of EC wheat exports appeared to stand behind a Washington-Brussels deal, the negotiations imploded.

The Dunkel plan "is asking us to crucify our farmers, for absolutely no benefit at all to the world market for farm produce", complains one senior Commission official.

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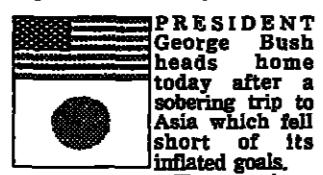
Linda K. Knight

Vice President and

Assistant Treasurer

## Small gains for Bush from mishandled tour

By Lionel Barber, US Editor, in Washington



PRESIDENT George Bush heads home today after a sobering trip to Asia which fell short of its inflated goals.

However irre sistible the symbolism of the visit of Japanese Prime Minister Kiichi Miyazawa, cradling a stricken Mr Bush, provided no more than a diversion. Although Mr Bush still looked queasy yesterday, he appeared well on the way to a recovery from "Tokyo tummy".

Far more revealing was the way in which Mr Bush allowed misguided advisers to turn his four-nation Asian tour into a domestic political exercise. Spooked by criticism that he was spending too much time on foreign affairs, Mr Bush said his trip to Australia, Singapore, South Korea and Japan was about "jobs, jobs, jobs".

The pitfalls of this approach soon became apparent. In Australia, Mr Bush decried protectionism but enraged local farmers by refusing to scrap subsidies for US wheat exports. "We've never said we're totally pure," said Mr Bush, with a straight face.

In Japan, he turned from master diplomat to car salesman. Accompanied by 21 corporate executives, the loudest being the chairman of the Detroit car makers, Mr Bush retreated steadily from his support of free trade, to fear trade, before finally embracing "managed trade".

This retreat was underlined by the mixed success the chairmen of Ford, Chrysler and General Motors enjoyed in their efforts to negotiate specific numbers for Japanese

imports of US cars and car parts - an approach little different in spirit from that of Richard Gephardt, the Democratic congressman Mr Bush often calls a "Japan-basher".

Mr Bush could point to a commitment from Japanese car makers to double the number of US car parts from \$7bn last year to \$14bn in fiscal 1993, but most of the 20,000 US-made components Tokyo will import will come from Japanese manufacturers already based in the US, not the Big Three.

Mr Richard Holbrooke, a former assistant secretary of state for East Asian affairs, said yesterday the progress in removing part of the two countries' annual \$40bn trade imbalance came at a price. "An impression has been created that Japan is the cause of the American recession, that Toyota is the cause of General Motors' decline, and that's just not true," he said.

Mr Bush must bear some of the blame; but so too must Mr Robert Mosbacher, the outgoing commerce secretary who has just been appointed chairman of the Bush-Quayle re-election campaign. The Texan multi-millionaire's main skill is raising money. His forays into diplomacy or domestic politics have more often than not landed the president in trouble.

By several accounts, it was Mr Mosbacher who persuaded Mr Bush to take corporate executives on the Asian trip. The idea was to use public/ private sector pressure to prise open markets, play tough with the Japanese and kill the tour as a job mission to boost the US economy and bolster Mr Bush's standing in the polls.

This completely undercut the original purpose of the trip. "I will do what I have to do to get re-elected."

As originally timed, for last November, it would have preceded the 50th anniversary of the Japanese assault on Pearl Harbor with a grand declaration of reconciliation in which the world's two most powerful economies could join in a new global partnership in the Cold War era. The wider message has been drowned out - with one notable exception. Before he pointed at the banquet on Wednesday, Mr Bush agreed with Mr Miyazawa on a joint initiative to promote world economic growth. Although short on details, the two sides gave a commitment to a fiscal stimulus to their economies and urged other countries, particularly Germany, to do the same. This initiative is likely to gather momentum in the coming fortnight, ahead of the president's State of the Union address on January 27, in which he is expected to announce a growth package involving a capital gains tax cut and help for first-time home buyers. Already, the US Treasury is sounding out European allies on the idea of presenting a plan to Group of Seven finance ministers meeting in the US on January 25.

The campaign for global inflation to head of recession is an effort to revive the international economic co-operation successfully pursued by the US in the mid-1980s.

Mr Bush has shown this week that he is a politician running for re-election, ready to pander to a domestic audience with the best of them. This is certain to continue, if the November election looks tight. As he told David Frost in an interview: "I will do what I have to do to get re-elected."

## BUSH IN JAPAN

By Stefan Wagstyl and Robert Thomson in Tokyo

THE US and Japanese motor industries are still on a collision course, in spite of promises by US President George Bush to increase the purchases of US parts and to market in Japan more vehicles made by the Big Three - General Motors, Ford Motor and Chrysler.

The agreements were hailed yesterday by US President George Bush and Mr Kiichi Miyazawa, the Japanese prime minister. But Japanese executives resented the pressure on them to give assistance to their US competitors, while American executives were angry that more had not been done to "open" the Japanese market.

Mr Bush, who has made the motor trade the most important economic bilateral issue of his visit, praised the agreements, saying it would mean more American car parts and cars coming into Japan.

But Mr Harold Poiting, chairman of

Ford, said that though progress had been made, the Japanese industry's proposals were "thin". Mr Poiting, president of Transocean, the motor parts group, said the progress had been made but it was "definitely insufficient". The US industry wanted Japan to cut its trade surplus to near zero in five years, starting with a 20 per cent reduction this year.

Japanese industry leaders said the targets they had set were the highest they could manage and would be difficult to achieve. Mr Yutaka Kume, chairman of the Japan Automobile Manufacturers Association, said consumers decided what make of car to buy. He urged American companies to make greater efforts in the Japanese market.

The Japanese concessions came in two forms: commitments by manufacturers to increase their purchases of US

parts and their sales of US-made vehicles, and promises by the Japanese government to assist US parts suppliers in finding Japanese customers and to ease technical certification requirements for imported vehicles.

A joint "action plan" also contains a series of less painful promises by the US government, including a commitment to "an economically viable US automotive industry".

These programmes include a budget allocation next year of \$1.5m (285,000) to help US parts companies establish ties with Japanese companies at the design stage of new vehicles, and tax concessions for companies opening facilities in Japan. The Fair Trade Commission, the anti-monopoly body, also condemned a study on competition in the auto parts sector.

To the annoyance of American executives, the agreement does not specify

targets for imports of finished vehicles into Japan.

Instead, individual companies have made separate - and modest - commitments. Toyota Motor promised to increase imports of US-made Toyotas to 20,000 by the 1994 financial year and to talk to GM about the possible import of 5,000 GM cars. Nissan pledged to import a mini-van jointly developed with Ford and other Ford cars to a total of 3,000 a year.

Honda Motor plans a sharp rise in US-made Hondas from 14,000 last year to 27,000 in 1994, plus a rise from 424 to 1,200 in imports of smaller Japanese Motor intends to double the number of vehicles it imports to 4,500. Mitsubishi Motors plans an increase in its imports of Chrysler cars and of vehicles made in partnership with Chrysler from 2,500 to 6,000 in the 1993 financial year.



Mitsubishi Motors chairman Yohei Mihara, Chrysler chairman Lee Iacocca and Toyota chairman Eiji Toyoda during a working breakfast yesterday

## Trade surplus remains a source of friction

By Robert Thomson in Tokyo

THE smiles, the handshakes, the Global Partnership and the Tokyo Declaration may be intended to convince a US audience that President George Bush has prised open a "closed" Japanese market, but they do not mean that bilateral trade friction has come to a sudden end.

Japanese officials said last night they had addressed 73 of 86 trade-related complaints formally lodged by the US. But "addressing" does not necessarily mean resolving to the long-term satisfaction of the US.

At the heart of US-Japan trade friction is Japan's \$40bn (222bn) trade surplus with the US, the most obvious target for US congressmen looking for an apparent indicator of unfairness. The often obscure details of the particular items in dis

pute are of less political significance.

That surplus has been on the rise in recent months, with demand for Japanese products increasing in tandem with the erratic stirrings of recovery in the US economy, and Japanese government officials fear it will continue increasing. If that is the case, last night's warm exchanges will soon be replaced by heated argument.

Mr Nichols Brady, the US treasury secretary, addressing a luncheon on behalf of Mr Bush, said: "Japan's trade surplus is too high and its market access too limited." He warned that the health of the broader relationship depended on reducing trade tension by "eliminating barriers to trade and investment".

"We have waited a long time, but now the time has come for equal access. Fair play is in both our interests," Mr Brady said.

But Mr Robert Mosbacher, commerce secretary, was not as certain that the time has come. Asked if outstanding issues had been resolved to his satisfaction, he replied: "We will continue to work on this issue." This is the case, last night's warm exchanges will soon be replaced by heated argument.

Progress was made on the issue of computer procurement by the Japanese public sector.

Tokyo has agreed to lower the purchase figure triggering a public tender for computer procurement, and to ensure that various quasi-government bodies abide by the purchasing guidelines. But, like a few of the other concessions seemingly made in the past three days, the new regulations were essentially agreed on last year.

The two countries have agreed to "reinvigorate" the Structural Impediments Initiative (SII) talks, which began two years ago and were designed to remove "structural" obstacles to bilateral trade, for example, by demanding that Tokyo increase public works investment. Japan has resisted US demands for a fresh round of negotiations, but the countries agreed yesterday to make "new commitments" to improve the business environment.

On the imbalance in direct investment between Japan and the US, Tokyo restated its intention to encourage foreign companies by extending the tax carry-over period for losses from five to seven years, and allowing an acceleration of depreciation charges.

Several of the Global Part-

nership provisions will depend on the outcome of investigations by Japan's Fair Trade Commission, the anti-monopoly body. The commission will investigate whether Japanese companies are unfairly excluding competitors in the paper and glass industries.

But Tokyo was unable to convince the country's politically influential lawyers to give way to US demands for greater access to the legal market and could only offer to "redouble its efforts to resolve the issues".

Japanese officials were relieved that they were not forced to make a specific commitment to open the rice market, though Japan yesterday formally recognised the importance of "tarification", the replacement of existing trade barriers with a tariff regime.

MRS Carla Hills, the US trade representative, yesterday insisted that President George Bush's trade mission to Japan had not changed US free trade policy "one iota".

Defending the president's controversial trip, Mrs Hills said the US policy had been "to expand exports and create jobs. We have been quite consistent. There has never been any deviation."

However, the president is being widely criticised in the US press for embracing the "fair trade" rhetoric of his opposition and the numerical goals of "managed trade" in response to its declining popularity. On Capitol Hill economists yesterday were testifying against the new US-Japan "action plan" which Mr Bush insisted would "translate into jobs for American workers".

"The likelihood is that the

real economic impact will be negligible and that it will do little to create jobs in the US of A," said Mr Jesper Koll, an economist at S.G. Warburg Securities (Japan).

Mr Fred Bergstein, director of the Institute for International Economics, said that in the long run US trade gains "will depend on sharply improving the underlying competitiveness of our economy". To boost US exports to Japan, Mr Bush should have sought an agreement to boost the Japanese currency against the dollar, he said.

Mrs Hills denied that the president had resorted to "managed trade". Specific numbers had been agreed on Japanese purchases of US motor parts not to guarantee market share but to "identify problems and as a benchmark to correct those problems".

To name a number would undercut an industry," she said. "It is better to remove the barrier. We would much rather open markets than reduce our own imports."

Mrs Hills said she had not accompanied the president to Japan because "this was an export enhancement trip. The Secretary of Commerce went and that is his portfolio." However, negotiations on the trip had been conducted by Mr Michael Moscow, her deputy, and she had been in hourly touch with him.

The administration's trade policy has been a success, she said. It has boosted exports to Japan by 45 per cent and to the rest of the world by 30 per cent. "Our jobs connected to exports are on the increase. Exports are on the increase. The rigours of the economic slowdown," she said.

## White House seeks health care overhaul

By George Graham in Washington

WHITE House officials have proposed to medical and employer groups measures for overhauling the US health care system. This is part of an attempt to produce a reform package before President George Bush's State of the Union address on January 26.

Mr Samuel Skinner, White House chief of staff, has met the American Medical Association to discuss ideas in the president's health care reform package. They include a refundable tax credit to help families pay health insurance premiums, and incentives for people covered by the federal Medicare and Medicaid systems to join more cost-effective managed care plans.

However, some analysts believe that managed care programmes, such as Health Maintenance Organisations, produce a one-off gain when people join, but no long-term curb on the 10 per cent a year

increase in medical costs. The administration also wants to restrict malpractice lawsuits so as to control the rise in the insurance premiums that doctors must pay in case of malpractice suits.

Other proposals include higher premiums from high-income families for Medicare, the federal health programme for the retired. Medical costs in the US have risen by more than 10 per cent a year for the last five years, to total an estimated \$817bn (\$449bn) this year. Yet, more than 34m people have no medical insurance.

The administration's proposals still fall well short of several broad, controversial reform packages proposed by the Democrats. These include a "play or pay" scheme where employers would have to choose between providing health insurance to their employees and paying a tax to fund an expanded Medicaid.

Mr Wilder, the first elected black governor in the US, has not based his political success on an appeal to a monolithic black vote. However, such an appeal had come to seem the only course for a man who remains largely unknown outside his own state.

A feud with Mr Jesse Jackson, the black activist leader of the US for several years, in the 1988 Democratic primaries, hampered Mr Wilder's efforts to gain support from some black organisations - nor had the other Democratic front-runner, Governor Bill Clinton of Arkansas.

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Analysts said the apparent absence of inflationary pressures increased the Federal Reserve Board's scope to combat recession by cutting interest rates.

The annual decline in the index for finished goods was

the first since 1986, when a halving of oil prices temporarily depressed inflation.

Prices for crude and intermediate goods - products at an earlier stage of production - fell by 1.6 per cent and 2.6 per cent, respectively last year, indicating that a further moderation of factory gate prices is likely.

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## Wilder quits Democrat contest

By George Graham in Washington

GOVERNOR Douglas Wilder of Virginia has bowed out of the race for the Democratic Party's presidential nomination.

Mr Wilder said he was withdrawing from the race this year for the same reason that Governor Mario Cuomo of New York has decided not to run: in order to concentrate on the budget problems that face that of other main Democrat contenders.

It was plain, however, that the Wilder campaign had not caught fire. He was expected to fare poorly in New Hampshire, which is to hold the first primary on February 18, and his fund-raising had lagged behind that of other main Democrat contenders.

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## AMERICAN NEWS



Governor Wilder: Too many troubles at home

didates can compete for black voters without facing a major black opponent. So, Senator Tom Harkin of Iowa could gain votes, particularly among urban blacks in the north and mid-west. Senator Bob Kerrey of Nebraska is also expected to step up his efforts in these constituencies.

The principal beneficiary, however, is likely to be Mr Clinton, who has won many black votes in his five campaigns for the governorship of rural, southern Arkansas. He was always expected to be the front-runner in the southern states which will dominate the Super Tuesday primaries on March 10 - now Mr Wilder's

withdrawal should make it easier for him to achieve a big victory.

Mr Clinton has begun to gain momentum in New Hampshire, too, and is consecrated as the man to beat.

Pundits generally place Mr Kerrey in second place, just ahead of Mr Harkin, who started well but has slowed in recent weeks.

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## INTERNATIONAL NEWS



Activists at a Greenpeace scientist

group yesterday condemned the US

in the Ross Ice Shelf by blowing up

toxic waste from an old research station on December 30 instead of removing it from the region. Greenpeace is to analyse contaminated ash and snow samples from the explosion.

## US dollar peg hobbles attack on HK inflation

Simon Holberton on a debate among the colony's economists

US interest rates have raised doubts among economists in Hong Kong about the wisdom of a fixed link with the US dollar, which limits the government's freedom to attack a stubbornly high inflation rate.

The government, however, recoils at 'suggestions for change. It aims to stability finds support among some private sector economists. They believe that Hong Kong's exchange rate system has served the colony well, and argue that inflation is due to the structural changes in the economy.

The peg, established in October 1983 at HK\$7.8 to the US dollar, has ensured that the external value of the Hong Kong dollar has remained stable and that it has been relatively immune from the colony's 'favourite pastime: financial speculation.'

But it prevents the monetary authorities from responding to the upward pressure of domestic prices by increasing interest rates. This would lead to distortions of the domestic money supply and could create a divergence between free and official currency rates, undermining the peg and financial stability.

Inflation, though below its highest levels, is still running at about 11 per cent and, economists say, is expected to fall only to about 10 per cent by the end of this year.

A cut in Hong Kong's interest rates - three-month money is currently trading at about 4.65 per cent - is widely expected after recent reductions in US interest rates, including a full-point cut in the Federal Reserve discount rate to 3.5 per cent.

However, a fall in Hong Kong rates could further exacerbate the price inflation, most visible in the property and stock markets. Property prices have risen in some areas of Hong Kong by 40 per cent over the past year, and rents have gone up by 30 per cent.

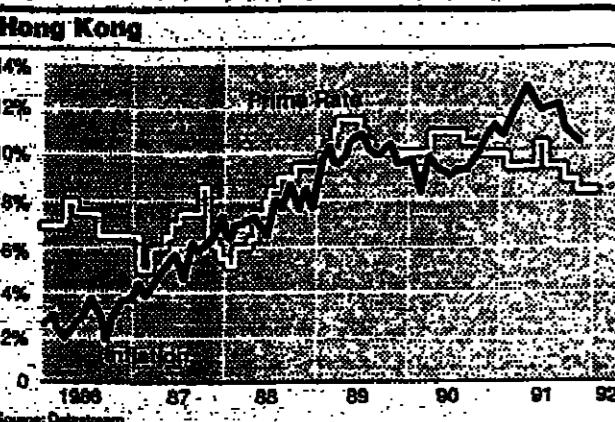
Banks have moved to cool speculation in the property market by tightening lending, and the government plans to impose stamp duty on sales and purchases of property worth more than HK\$15,000.

Some economists believe inflation is high because of structural changes under way in Hong Kong as a result of its manufacturing shift to southern China, where labour is much cheaper.

Hong Kong's economy is increasingly based on services and demand for these is growing rapidly, pushing up prices and demanding greater and more expensive skills from the workforce.

Hong Kong will have high inflation for some time, according to these economists. Others see the root cause in the government's maintenance of the fixed link with the dollar.

The government has totally lost its monetary autonomy, says Mr Benjamin Chen, chief economist with the Bank of East Asia, an opponent of the peg. Inflation is in double digits.



## Algerian militants defy ban

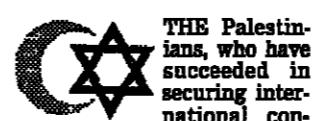
SEVERAL hundred Islamic Salvation Front (FIS) supporters marched chanting through central Algiers yesterday, despite a ban on marches during election campaigning, agencies report from Algiers.

The FIS seized a commanding lead in the first round poll last month and appears set to

win a parliamentary majority in the ballot for undecided seats next Thursday.

The Tunisian government, alarmed at the prospect of an electoral victory by Algerian fundamentalists has told its security forces to be on alert and ready for sacrifice.

## Palestinians seek to build on Israel's unpopularity



THE Palestinians, who have succeeded in securing international condemnation of Israel's deportation policy, are trying to build on this gain by moving to the offensive in the next round of Arab-Israeli talks in Washington next week.

Delegates will press for separate representation and the inclusion of Palestinian national rights on the agenda.

They believe that unless the agenda is expanded to address national rights, the outcome of the talks will be reduced to administrative arrangements failing short of ending the Israeli occupation of the West Bank and Gaza and block Palestinian national sovereignty.

According to the letters of the invitation, forwarded by the US and (now) Russia, co-sponsors of the talks, the Israeli and Palestinian delegations were to focus on arrangements for Palestinian self-rule during an interim period which would be followed by negotiations over the permanent status of the occupied territories.

The Palestinians hope that the suggested five-year interim period - which they want to reduce to two years - will lead to the establishment of an independent Palestinian state, a goal opposed by Israel and

not endorsed by the US.

The Palestinians fear that unless self-rule is linked to a final settlement involving an Israeli withdrawal from the West Bank and Gaza Strip, the interim arrangement will turn into a permanent status.

The co-sponsors have asked both sides to present their own models of Palestinian autonomy. Palestinian negotiators do not expect the Israelis to

Lamis Andoni reports from Amman

present a more advanced form of their previous proposals.

The Palestinians will put forward a self-rule plan based on United Nations resolutions that call for an Israeli withdrawal from the West Bank and Gaza Strip and the formation of a Palestinian state.

Frontally, the Palestinians derived new strength to press the demands when Israel's campaign to curb Palestinian resistance temporarily backfired when the UN Security Council strongly condemned Israel's orders to deport 12 Palestinian activists earlier this week.

They are apparently hoping for Arab backing and that Israeli policies will lead to its isolation and will drive a wedge between Israel and its ally the US. The three hours that in the past have failed to bring them very close to their goals.

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## UK NEWS

RAVENS CRAIG STEEL MILL

## Shutdown blow to dock on eve of privatisation bid

By James Buxton, Scottish Correspondent

BRITISH STEEL's decision to close its Ravenscraig plant in Lanarkshire was described yesterday as a "very serious blow" by the Clyde Port Authority which derives a third of its £12m revenue from steel-related business.

The decision has affected the bid to acquire the port from the port authority which is being submitted today by a management-employee team under the privatisation procedure for trust ports.

"If we had finalised our bid before we heard the news we would have had to amend it," said Mr John Mather, Clyde Port's managing director and leader of the team. "We only completed it today."

Mr Mather said he was shocked by the "speed and swiftness" of British Steel's decision which had come a year earlier than he had anticipated and as a result it had created a "very serious situation."

British Steel is closing its ore and coal unloading terminal at Hunterston on the Firth of Clyde which contributes £2.4m revenue to the port authority.

It will also stop exporting steel slabs from Glasgow, which is worth £2m in revenue.

A question mark hangs over the port's £1.2m a year dredging programme for the river Clyde because of the expected fall in revenue.

Today is the last day for submission of indicative bids for the port, which covers the Clyde estuary and whose traffic has drastically fallen in recent years. No other bidders have declared their hand.

The closure of Ravenscraig will also affect British Rail's freight operations in Scotland. The 35 trains which run each way to and from the plant every week earn its railfreight business about £2m a year and directly and indirectly employ about 200 people.

However, that was expected to be cut by 60 per cent to about 225 GWh with last year's closures.

ScottishPower's flotation prospectus said further steel closures could reduce unit sales by up to a further 150 GWh a year, though because of discounts to British Steel the fall in revenue would be less.

No estimate was given for the loss of electricity sales to companies supplying British Steel.

## Fresh protest from bidder in trust port sale

By Richard Tomkins, Transport Correspondent

THE EMBARRASSING furor over the first trust port privatisation grew further yesterday as another of the frustrated bidders for Tees & Hartlepool protested to Mr Malcolm Rixkind, the transport secretary.

Maritime Transport Services, which operates the Teesport container terminal in Kent, has written to him saying it does not understand why it lost to a rival bidder when it was offering the highest price.

The ports industry was astonished last month when Humberstone Holdings, the second highest bidder, was awarded the port instead of either the highest bidder or the hotly-tipped management-employee buy-out team.

The issue will come to a head in the Commons next week when MPs are asked to approve an order allowing the government to claw back a proportion of any property profits made by Humberstone Holdings after the sale.

## G Plan cuts 600 jobs as recession bites

By Bethan Hutton

SIX HUNDRED jobs are to be lost with the closure of the G Plan furniture factory at High Wycombe, west of London, a traditional centre for manufacture in the sector.

The move comes as part of a retreat from cabinet-making by G Plan's owner Christie-Tyler, a subsidiary of Hillsdown Holdings, which bought G Plan in 1989.

Negotiations are underway to sell two other G Plan factories at Kings Lynn, Norfolk, and Ashford, Kent, to The Cabinet Makers, which will manufacture cabinets to be sold under the G Plan name.

Christie-Tyler announced yesterday that Spring Gardens factory at High Wycombe will be run down over the next six months.

Mr Richard Willan, managing director of Christie-Tyler, said the cabinet-making side of the company's operations had been particularly badly hit by the effect of high interest rates on consumer spending and the housing market.

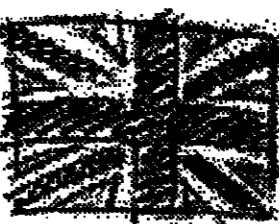
He said 30 per cent of furniture sales was related to people moving home, and was thus vulnerable to stagnation in the housing market. "Soft furnishings wear out and people replace them, but hard furniture is mostly bought for a new home."

Furniture manufacturing is one of Hugh Wycombe's traditional industries, and is one of the town's three largest sources of employment. Other manufacturers in the area include Ercol and Parker Knoll. G Plan is the first factory closure, but other furniture companies have announced redundancies.

The loss of 600 jobs will hit the local economy hard - the town's unemployment stood at 11,182 in November, almost triple the October 1990 figure.

The High Wycombe job centre said yesterday very few jobs were being advertised in other furniture factories. Christie-Tyler hopes that some staff will find jobs in the Kings Lynn or Ashford plants.

## BRITAIN IN BRIEF



insurance sales commission structure which it said were unsatisfactory to the public.

### Engineers lose confidence

Confidence has fallen again in the UK engineering industry, according to the latest quarterly survey by The Engineer magazine. After a slight rise in confidence during the autumn companies are about as unhappy as they were in June, and sentiment is not far off the "appalling" levels of December 1990, the magazine said.

### Major urges tax increase

Mr John Major, the prime minister, has urged Western Isles council to consider a substantial increase in its poll tax in order to maintain services after losing £23m in the collapse of Bank of Credit and Commerce International. The islands' poll tax this year is only £26, after this government's £160 cut. Mr Major suggests the council should bring it closer to the Scottish average of £22.

### SE expels Anthony Parnes

Anthony Parnes, one of three men jailed in 1986 for their parts in the Guineas affair, was yesterday expelled from membership of the Stock Exchange. The former half-commission broker, who had most recently worked with brokers Laing & Crukshank before the Guineas scandal broke, served 11 months of a 2½ year sentence. He is the first member to be expelled by the Exchange since early last year.

### Housing starts show rise

The number of business failures notified to Trade Indemnity, the trade credit insurer, fell in the fourth quarter of 1991, confirming its earlier view that the recession is bottoming out. According to provisional figures, business failures in the three months ending 31 December amounted to 1,688, 7 per cent less than the 2,100 reported in the third quarter. However, the overall level of failures is still 49 per cent higher than in 1990. Business failures for the year as a whole were 72 per cent higher than in 1990.

### UTA acts to pacify members

The Unit Trust Association, in an effort to stem a wave of resignations by its life assurance company members, has agreed to add a statement of the life companies' views along with a controversial submission to the Securities and Investments Board. Last month, the UTA angered its life company members by describing the industry's sales abuses in unusually harsh terms, and criticising the life

PRESIDENT George Bush will address the British next Monday night, not as a world statesman, but as star of an upmarket television commercial designed to sell America to holidaymakers, writes Gary Mead. "So what are you waiting for, an invitation from the president?" he asks in its rousing finale. The \$3m campaign will run into April and is backed by over 35 US tourist companies. Alongside the TV commercial, showing in London, the south-east, Glasgow and Greater Manchester, ads will run in

all national newspapers. Tourists spent some \$53bn in the US in 1990 and perhaps as much as \$58bn last year, according to Mr Edward Brook, president of the Travel Industry Association of America. UK tourists account for 10 per cent of that.

## Bush sells America the beautiful while Britain sells a dream

By Richard Evans

THOSE MOST affected by the recession in Britain might not know it but Britain is a highly prosperous society enjoying unprecedented wealth.

An official government handbook published yesterday, used by British diplomats to sell the country overseas, reveals a country with record amounts of leisure and holiday time, and a growing number of homeowners and shareholders.

The 43rd edition of Britain 1992 is intended to paint the country in the rosé light and little mention is made of the effects of the recession or the impact of rising unemployment.

It nevertheless presents a comprehensive contemporary picture of British political and social affairs and gives an insight into changes over the last decade and more. The

overall impression is of a nation of leisured couch potatoes whose life is governed by the acquisition of consumer durables.

In 1989, for example, 91 per cent of full-time manual employees were entitled to more than four weeks paid holiday, while in 1981, 97 per cent were entitled to only two weeks.

Share ownership has risen to

one in four of the population in 1990 from one in five three years ago and one in 13 in 1979, and the number of people owning their own homes has risen nearly four-fold compared with 40 years ago. Home ownership in 1990 stood at 15m compared with 4m in 1951.

However, the average size of households has fallen from more than four people in 1981 to 3.09 in 1961 to 2.46 in 1990 as

more people live alone. Television easily remains the favourite pastime, followed by listening to the radio, do-it-yourself, reading and gardening. More than nine in 10 households had colour television and almost 25 hours a week on average was spent in front of the set.

The 480-page glossy handbook shows that beer and lager continue to be the favourite tipple for men and women, and there has been little change in alcohol consumption over the last decade.

However, big changes have been recorded for cinema admissions which have increased by 84 per cent since 1984, mail order purchases up from 16m in 1981 to 20m a decade later, and car related crime, which now accounts for 25 per cent of all crimes compared with 10 per cent in 1987.

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## UK NEWS

Influenza  
fears fail  
to raise the  
temperature

By Jimmy Burns

DOCTORS yesterday reacted angrily to reports that Britain could be on the brink of a major flu epidemic which could severely hit an economy already in the grip of a grave recessionary illness.

The Royal College of General Practitioners, the medical body responsible for monitoring flu cases in England and Wales, last night said there was "no evidence" that the country was on the brink of an epidemic.

Plans to be published today by the Royal College will show an increase in flu cases, but well below the benchmark above which health experts begin to get worried.

"GPs have enough work to do without people being worried unnecessarily," a spokesman for the College said last night.

In London, the Confederation of British Industry, appeared to be similarly unimpressed by the suggestion that the killer A/Swines Flu virus could soon be bringing the capital to its metaphorical knees.

In Birmingham, health authorities reported much higher the average levels of emergency medical admissions, but not necessarily flu-related.

Reports in some newspapers this week that a "killer" flu virus was heading for London have drawn comments from the Information Monitoring and Information Bureau.

Its spokesman Mr Richard Kenyon said there was little chance that London would escape the flu outbreak.

He advised smokers "Don't try to soldier on or go to work."

The IMIB is a public relations company funded by four companies, one British, two French, and one Dutch, which manufacture anti-flu jabs and medicines.

Sporadic or not, yesterday was a good day for several pharmaceutical companies who produce pills and powders for sniffers throughout the UK.

Shares of SmithKline Beecham, Wellcome, and Rickett &amp; Colman were all up on the London Stock Exchange by the close of trading yesterday.

Liberals plan  
£3.3bn scheme  
for recovery

By Alison Smith and Paul Cheeseright

THE Liberal Democrats stepped into the pre-election campaigning yesterday with the launch of a document on the first steps to be taken towards "national recovery and regeneration" after taking Britain out of recession.

In Birmingham, however, Mr John Smith, treasury spokesman, called on the prime minister to use the two days of meetings to produce a programme of action for taking Britain out of recession.

Accusing ministers of complacency he said that if the government ducked the challenge of taking action it "will have been exposed as unfit to carry the responsibilities of government."

The Liberal Democrats also used yesterday's launch to unveil their slogan "My vote - Liberal Democrat". Its aim is to get supporters to stand up and be counted, enabling the party to break through the barrier in which people who support it fear wasting their vote.

The first steps proposed in the Liberal Democrats' paper include proportional representation for parliamentary elections; a package to increase employment which is in some ways similar to Labour's plans, as well as giving the Bank of England independence and moving to the narrow band of the Exchange rate Mechanism.

Mr Chris Patten, the Tory party chairman, accused the Liberal Democrats of trying to deceive people "by publishing only a carefully sanitized version of their programme".



## ITV groups compete for teletext franchise

By Raymond Shooly

THE ITV companies are planning to bid against each other for the UK's commercial teletext franchise.

Orclie runs the present ITV teletext output - the news and information service broadcast on spare lines in the television picture and available in more than 40 per cent of British homes. It is a wholly-owned subsidiary of the ITV companies.

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dent Television News, which is also a wholly-owned subsidiary of the ITV companies.

Anglia and Yorkshire are believed to be seriously considering backing the ITN bid. Scottish Television has been approached but is considering its position.

To add to the complexity two more new franchise winners are planning bids. Carlton Communications may bid with Intelfax, which provides the information for Channel 4's teletext service.

MAI Broadcasting, the company behind Meridian, winner in the battle for the franchise

for the south of England, is also considering involvement in a bid, as is TV-am, the loser of the commercial breakfast franchise.

Some ITV managing directors believe the situation is "totally dotty". Others suggest that by mounting more than one bid they will have a better chance of winning.

The government decided that the commercial teletext franchise should, like the ITV franchises, go to the highest bidder. Bids are due in at the Independent Television Commission by January 20.

The prospect of some ITV

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## Driving away in comfort

Interior lighting and air conditioning, two elements of cars which usually receive little promotional attention from their manufacturers, have been the subject of intensive development by research engineers at Nissan.

The results of their efforts provide another example of how Japanese manufacturers are prepared to probe into unlikely nooks and crannies of product development in search of market advantage.

The interior lighting comprises a computer-controlled system with an array of functions which "welcome" occupants aboard and make it easier to find small objects which often roll under seats.

The air-conditioning system has the ability to simulate a natural breeze, while taking account of weather conditions outside.

Nissan claims to have spent three years developing its interior lighting system, which uses 21 light sources scattered around the car. It has been designed according to two criteria: to facilitate activities such as map reading, and to create a comfortable ambience.

Aircraft-style roof spotlights are provided for driver and front passenger. Because such concentrated light over a small area can produce eye strain, soft bands of "fill-in" light can be projected on to the roof lining from the pillar areas. The floor and under-seats are illuminated by indirect lighting.

The air-conditioning system, which sees its first use in Nissan's new CIMA Type 3 luxury saloon, is impelled into the interior by a fan through a network of four ducts. The fan is micro-processor controlled both to vary its speed, apparently at random, and to adjust itself in response to temperature changes and sunlight.

The four ducts are covered by motor-driven louvres. These can change the direction of the impelled air and its "focus" from highly concentrated "spot" delivery - used when occupants first get into a hot car - to a more diffused type, with the air flowing gently back and forth across the car.

John Griffiths

Several years ago, acoustic consultant Jim Griffiths was watching the rock band AC-DC in concert and told the sound engineer that the music was too loud, distorted and muffled. "He said 'brilliant' and thanked me," says Griffiths.

Not so these days. Quality is at the forefront of concert technology and the archetypal modern sound engineer will be an expert technician, have a fair acoustics and be in bed by 9.00.

"The intelligent engineers are the ones still touring," says Griffiths. "The physics might be the same, but the technology to tackle the problems has changed and with it the role of the engineer. They can't afford to have hangovers."

The pace of technological change in the concert hall has been dictated by developments in digital electronics and other equipment for recording studios. There have also been advances in other facets of the sound process and, in particular, the attention paid to acoustic technology.

Despite the engineers' metamorphosis, the actual procedure for staging a concert has changed little over the past decade. All instruments are plugged into a stage box - an electronic collection point which contains a pre-amplifier to boost the signal. The signal is split, one half going to the main "front of house" mixing desk and the other to a smaller mixing console which serves the performers on stage. At the main mixing desk an engineer processes the sound through filters, effects and the main amplifier. The level of sound is then set and the signal passes to the main PA (public address) speakers.

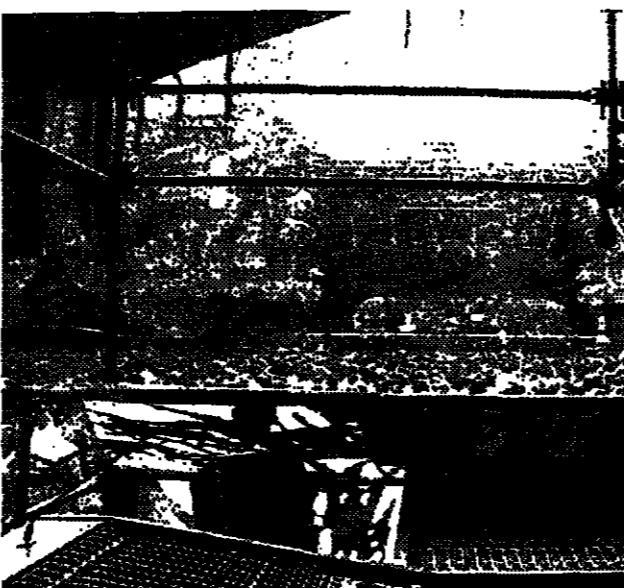
Concert sound quality of all musical persuasions in the 1960s, 1970s and early 1980s was dictated by the size of the amplifiers, small by today's standards, which were frequently turned up to full volume and carried consequent distortion. Further sound quality was eroded by the use of traditional electronic components like copper wires, valve technology and the poor siting of speakers.

But in the early 1980s developments in digital technology began to filter their way into the recording studio. Before long, artists had begun to demand the same equipment live to reproduce their studio performance.

Most mixing consoles still use analogue technology, but augmented by an increasing amount of digital equipment,

Christopher Price explains the way technology has changed the nature of music

## Sound and the fury



Artists from Iron Maiden to Frank Sinatra demand state-of-the-art systems at their concerts

particularly in effects units, amplifiers and transformers. Technicians have also concentrated their development efforts on nearly every other aspect of the production process. "While there hasn't really been a great leap forward in any one direction, there has been a great amount of fine tuning in most areas," says Steve Spencer, sales manager at Britannia Row, Europe's leading concert equipment hiring organisation.

Speakers, for example, are being made lighter and more responsive by using ceramic instead of alloy magnets. Harder kevlar cones are replacing traditional paper ones. Many of the developments are being achieved by small, independent companies specialising in one or two areas of the production cycle.

Turbo sound, for example, is being made lighter and more responsive by using ceramic instead of alloy magnets. Harder kevlar cones are replacing traditional paper ones. Many of the developments are being achieved by small, independent companies specialising in one or two areas of the production cycle.

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## MANAGEMENT

North Sea

# Sharpening up the safety drills

Deborah Hargreaves looks at moves to tighten procedures in the offshore oil industry

North Sea oil operators have always stuck to a complex set of regulations, but since an explosion ripped through the Piper Alpha platform three-and-a-half years ago, killing 167 men, the industry has overhauled its approach to offshore safety.

"The fact that Piper Alpha could happen fundamentally changed the industry's perception," said Harold Hughes, director-general of the UK Offshore Operators Association, the major US oil company.

"Everyone just follows the rules without thinking, you have removed one of the most effective safety checks, and that is individual initiative."

By the end of this year, all of the companies operating in the UK sector of the North Sea must hand over their safety management guidelines for review to the Health and Safety Executive, which took responsibility for offshore safety after the Cullen report.

The change in the approach to safety management was embodied in the Cullen report on the Piper Alpha disaster.

Lord Cullen recommended technological innovations to improve safety, such as the installation of emergency shutdown valves, and the industry has spent more than £1bn on hardware since the report was published. But more importantly, he urged a revamp in the way safety was managed.

Lord Cullen called for a move

away from prescriptive measures taken in the past, where safety regulations would be laid down in minute detail, to a more flexible regime which left individual companies to develop their own guidelines.

"The industry had got itself into the position where it tried to dictate what to do in every circumstance," said Bob Sheppard, production manager at the UK arm of Amoco, the major US oil company.

"We thought the system in place would stop an incident such as that before it turned into a major configuration."

The change in the approach to safety management was embodied in the Cullen report on the Piper Alpha disaster.

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Lord Cullen called for a move

safety recommendations are still being ignored.

In their defense, companies point to the mammoth task of drawing up a safety case for each North Sea installation which must then be checked by the HSE. For Amoco, that means developing safety guidelines for each of its 32 installations – all of which are based on the company's central management philosophy but are tailored to the particular risks of the facility.

Sheppard has been working

with employees to update the company's safety procedures

for the past three years and stresses the importance of involving workers across the company from an early stage. "One of the things we find is that safety is often perceived as someone else's problem, whereas we wanted everyone to see it as his or her responsibility."

The Offshore Safety Bill is also expected next month to enshrine many of Lord Cullen's recommendations into law. But the oil unions have been critical of the speed of implementation.

Ronnie MacDonald from the Offshore Industry Liaison Committee says that many of Lord Cullen's

recommendations have been to draw the line between formulating exhaustive regulations and giving no management guidance at all.

"We want a system that is flexible enough to be easily changed by the workforce."

The new approach to safety management tries to address the root cause of any emergencies that may arise, rather than safety drills and evacuation procedures which are already well-rehearsed. Sheppard points out that the procedure for any general maintenance job would, under the old regime, have been decided to close an installation because of a perceived safety problem."

"This is not an old-style count of the safety hats and shoes, but a look for suggestions as to where concrete improvements in the system can be made," said Sheppard.

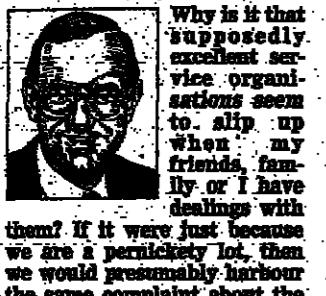
But MacDonald suggests that there are improvements to be made even in counting the safety equipment. He describes a gas leak that took place on one of Chevron's Nigerian platforms in early December.

When it came to the evacuation procedure, there were not enough of the survival suits – clothing designed to protect workers from a drop into the sea – to go round.

Hughes at UKOOA acknowledges that there could be a problematical period over the next two to three years as new legislation is still to be passed and old rules are being phased out. He says that change must be gradual. But in a business where employees' lives are at risk every day, managers cannot afford to make mistakes.



## When service with a smile is missing by a mile



Why is it that supposedly excellent service organisations seem to slip up when my friends, family or I have dealings with them? If it were just because we are a particularly lot, then we would presumably harbour the same complaint about the quality of products.

But we don't: in our experience, products with really good reputations generally seem to live up to their promises these days.

The reasons usually given for the patchy quality of most services relate to their supposed intangibility, and to their undoubtedly high reliance on that most fallible of factors, the human being. But there is more to the problem than that – in several supposed paragraphs need to recognise, take Federal Express. The air courier company has become the subject of com-

plaints. The Marriot and Hyatt Hotels, few of whose staff around the world I have ever found as helpful as they

are supposed to be. The Marriott name has earned a double black mark in my book for supplying food tasting like disinfectant on successive airline flights from three different airports a couple of years ago.

Again, individual human error could hardly have been the cause of precisely the same recurrent lapses in quality – there must have been some sort of system fault.

Hertz car rental I shall avoid for ever – in America anyway – because of the chaos of its Boston airport operation one day in 1988, when a thrice-promised shuttle bus failed to show up, and I then had to queue for over an hour to collect a pre-booked car.

Which brings us to the most instructive case of all, British Airways. In almost every respect, the quality and consistency of BA's service improved

immeasurably during the 1980s. One came to expect the sort of dependability which is praised to the skies – as is that of FedEx and Marriot – in a useful new handbook on the management of product and service quality by an American consultant, Richard Whitley.\* But then, as the recession tightened its grip in 1991, things began to slip.

Take just three experiences. First, the number of ticket desks at Heathrow were pared to the bone, creating long queues of angry passengers.

Second, during the Gulf crisis, my wife's written questions to BA about apparent security lapses were answered by its customer service staff only with considerate platitudes.

Worst of all, BA's upgraded

Economy class service on long distance flights – much-touted

under the "World Traveller"

label since January 1991 has been marred by the meanness of its legroom.

Most of its 747s have less space not only than many RA

competitors, but also than the airline's own European flights.

What on earth can be the

sense of providing less space on long distance than on short-haul flights?

Whereas BA's inadequate response to the security query was, one hopes, a single individual's lapse from the normally prescribed level of service, the ticket desks and seating problems are both system faults.

dubious economies in the

design of products which form

part of a service.

First, that product and service quality are intertwined in intimate fashion. Quality service is not merely a question of getting one's front-line staff to behave impeccably in every one of their hundreds of daily customer contacts – which

implies on a long flight as to rupture entirely BA's much-promised "service promise" of all-round high quality.

In 1990, BA claimed that it could not afford the £50m-£100m in annual lost revenue and engineering costs that the provision of an extra two inches of legroom would involve. Now, faced with roomier transatlantic rivals offering much higher service quality than did Pan American and TWA, it may find it cannot afford not to.

For FedEx, Marriot, BA and others, many would-be annuals are both system faults.

Second, the Gulf crisis

and the lessons of these lapses?

First, that product and service quality are intertwined in intimate fashion. Quality service is not merely a question of getting one's front-line staff to behave impeccably in every one of their hundreds of daily customer contacts – which

Jan Carlzon, the saviour of Scandinavian Airlines (SAS) almost a decade ago, rightly called "moments of truth".

Underlying everything is the fact that customers who now demand a consistently high level of quality in products – even in low-priced ones – are starting to do the same in services. Such high expectations are forced still further by the sort of hyperbole advertising campaigns which service organisations, especially airlines, tend to run.

Third, as Whitley's book argues, companies must adopt more of the measurement and research techniques which are available to transform many intangible aspects of a service into tangibles, by measuring constantly every customer – and employee – attitude in sight. BA has done a more professional job than most, even if it sometimes turns a blind eye to the results.

Fourth, service companies

must realise that as the pace

of innovation quickens, and as many markets – such as airlines – become liberalised or simply more competitive – like retailing – last year's "excellent" service may be this year's also-ran.

Underlying everything is the fact that customers who now demand a consistently high level of quality in products – even in low-priced ones – are starting to do the same in services. Such high expectations are forced still further by the sort of hyperbole advertising campaigns which service organisations, especially airlines, tend to run.

In the past, customers took such overblown claims with a generous bag of salt. In future they will be less forgiving. They will penalise organisations which fail to sustain the promised level of quality. They will, like yours truly, take their business elsewhere.

\* The Customer-Driven Company, Business Books (Random Century) £16.99.

Christopher Lorenz

## BUSINESSES FOR SALE

## Touche Ross



## Electrical Enclosures International Ltd.

(In Administrative Receivership)

The business and assets of a company producing trunking systems, enclosures and air filtration products at Cwmbran, Gwent is offered for sale.

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Tel: 0222 481111. Fax: 0222 482615.

Authored by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.

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(In Receivership)

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- New projects and developments.
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Price Waterhouse



## LEGAL NOTICE

Registered in England and Wales

Company No. 1422985

INSOLVENCY ACT 1986

Resolutions of

Precision Machinery (Widnes) Limited

PASSED 18 December 1991

At an extraordinary general meeting of the above named company duly convened and held at the Grand Hotel, Colmore Row, Birmingham, on 18 December 1991 the following resolutions were passed: Not in an extraordinary resolution No. 1 as an ordinary resolution.

- 1 That it has been proved to the satisfaction of this meeting that the company cannot by reason of its liabilities continue in business and that it is necessary to wind up the same and THAT accordingly the company be wound up voluntarily.
- 2 THAT David John Conroy, of Cort Gully, 43 Temple Row, Birmingham, B2 5JT be and hereby appointed liquidator of the company.

At a meeting of creditors held on 18 December 1991 the creditors confirmed the appointment of D J Conroy as liquidator.

Dated - 18 December 1991

J Stokes - Chairman

Registered in England and Wales

Company No. 2458292

Resolutions of R H Composite Moldings Limited

PASSED 17 December 1991

At an extraordinary general meeting of the above named company duly convened and held at 48 Temple Row, Birmingham, B2 5JT the following resolutions were passed: Not in an extraordinary resolution No. 2 as an ordinary resolution.

- 1 That it has been proved to the satisfaction of this meeting that the company cannot by reason of its liabilities continue in business and that it is necessary to wind up the same and THAT accordingly the company be wound up voluntarily.
- 2 THAT David John Conroy, of Cort Gully, 43 Temple Row, Birmingham, B2 5JT be and hereby appointed liquidator of the company.

At a meeting of creditors held on 17 December 1991 the creditors confirmed the appointment of D J Conroy as liquidator.

Dated - 17 December 1991

Rodney Humphries - Chairman

The Insolvency Act 1986

Notice of Administration Order

RESEARCH SURVEYS OF GREAT BRITAIN LTD.

Registered number: 712655

Name of business: Market Research, Marketing &amp; Merchandise

Trade classification: 46

Administration Order made: 11 December 1991

Administrator (offices holder no 2731)

J.A. TALBOT

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## THE PROPERTY MARKET

## Canada's coastal splash-out

By Bernard Simon

North America's property slump was not in evidence when 100 apartments in the Park View tower went on sale in Vancouver last November. Although the 25-storey building is still just a hole in the ground, every unit was snapped up within 10 days, at prices from about C\$225,000 to C\$750,000 (£105,000 to £350,000) aapiece.

Park View marks the first stage of Pacific Place, Canada's biggest real estate development. The ambitious C\$2.5bn project on the southern fringe of Vancouver's business district is designed to turn the now-flattened site of the Expo 86 World Fair into a residential and commercial complex, sprawling over more than 200 acres.

If all goes to plan, the waterfront development will include 9.2m sq ft for 42 residential buildings and 3m sq ft for shops, offices and a 400-room hotel.

The sponsor of the Pacific Place project is Concorde Pacific Developers, a company controlled by Mr Li Kashing, the Hong Kong magnate, Cheung Kong Real Estate, another Li Kashing company based

in Hong Kong, sold about half of the 100 Park View units to investors in the Far East, while the Park View development is being financed by Hongkong Bank of Canada, a subsidiary of Hong Kong & Shanghai Banking Corp, of which Mr Li is deputy chairman.

The response to the Park View offering might have been less enthusiastic were it not for a widely held perception that Vancouver is on the verge of a period of explosive growth. Property developers compare the future of British Columbia over the next decade or two with California in the 1950s and 1960s.

The population of Canada's most westerly province is already growing faster than in the country's other 10 provinces, rising 2.7 per cent in 1989 and by about 2.6 per cent in 1991.

Many of the new arrivals are from eastern Canada, drawn by the more temperate weather and easy-going lifestyle. But there has also been a huge influx of immigrants from Asia, especially Hong Kong, in the past five years.

Far Eastern money has already left its mark on the Vancouver sky-

line. Three quarters of the city's hotels and dozens of office buildings, shopping malls and apartment buildings are owned by Asian investors. Hong Kong and Japanese developers have been the most active, but Mr Jon Markoulis, vice-president of Concorde Pacific, says there has been growing interest recently from Singapore and Taiwan. He estimates that foreign investors currently account for 25-30 per cent of all property sales in the city.

Mr Li and his partners bought the Pacific Place site from the British Columbia government in 1988 for C\$100m. Concorde Pacific made a down payment of C\$5m, with the rest to be paid between 1994 and 2003. Bank of Montreal has promised construction finance for the second residential tower. Canadian Imperial Bank of Commerce is among the minority shareholders in Concorde Pacific.

Development of Pacific Place is scheduled to take 10-15 years. Construction of the first building is six months behind schedule, but Mr Markoulis blames a complex municipal planning approval process, rather than a soft market. He says that Concorde Pacific's plans for the project as a whole have not slowed down at all.

Pacific Place is separated from the central business and shopping district by almost a mile of run-down warehouses and light industry. But Mr Markoulis rejects any comparison with London's Canary Wharf. He describes Pacific Place as

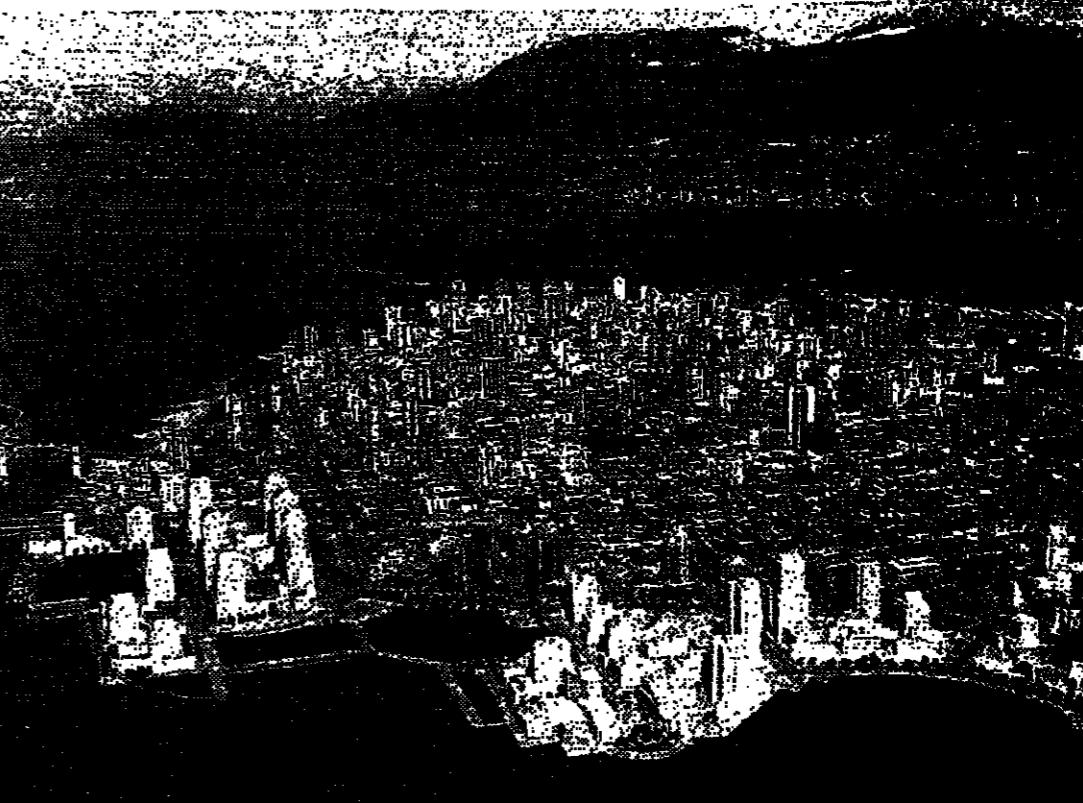
an "in-fill" project, rather than one stranded far from the city's existing hub. A commuter rail station built for Expo 86 is adjacent to the site of the proposed hotel and the project's commercial core.

Overall, Vancouver has not escaped the downturn in the North American property market. According to Colliers Macaulay and Nicols (CMN), a large real estate broker, the downtown office vacancy rate is 14 per cent. While nominal rents for prime space are around C\$55-C\$60 a square foot, inducements (which can total up to three years of rent on a 10-year lease) almost halve the effective rate.

"There has been a decided cooling towards investment in office properties," says Mr Ray Ahrens of CMN's office leasing group. The commercial component of the Pacific Place project is unlikely to be built before the mid-1990s.

Optimism is high, however, that the recovery, especially in the residential market, will be more vigorous in Vancouver than in most other parts of the continent. Even now, the white and yellow signs which advertise developers' re-zoning applications are as eye-catching in the downtown area as the "for sale" and "for lease" notices.

Across town from the Concorde Pacific project, a Canadian developer, Marathon Realty, is in the final planning stages of an 82-acre development known as Coal Har-



A new look to the seafront: an artist's view of the Pacific Place development

bour. Marathon received zoning approval in early December for the first phase of the project, consisting of six residential towers spanning three city blocks.

Coal Harbour, most of which is used as a railway marshalling yard, has the advantage of a spectacular view across Burrard Inlet to the snow-capped mountains which dom-

inate the Vancouver skyline. Marathon expects to start selling fully serviced sites next year and, barring a further weakening in the market, construction is due to start towards the end of 1993 or in early 1994.

No buildings have yet sprouted

on the desolate Expo 86 site, but Pacific Place has already become a

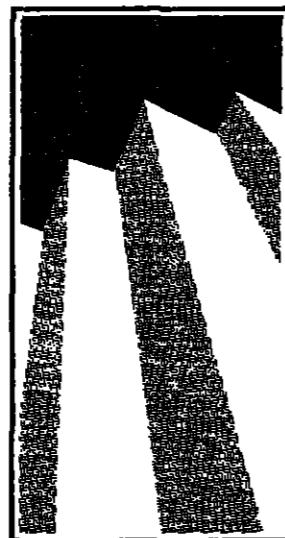
magnet for other developments. Eight blocks of flats are going up nearby, and the Vancouver city council has decided to move the main municipal library to site adjacent to the project. Rundown warehouses in the vicinity are also gradually being transformed into restaurants, design studios and upmarket shops.

| RENTAL GROWTH (%)  |        |            |                |
|--------------------|--------|------------|----------------|
| Retail             | Office | Industrial | All Properties |
| Year to Nov '91    | -0.5   | -7.6       | 0.0            |
| Quarter to Nov '91 | -0.5   | -2.6       | -0.7           |
| Month of Nov '91   | -0.1   | -1.0       | -0.5           |

Source: Investment Property Databank

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## EUROPEAN PROPERTY SURVEY

The FT proposes to publish this survey on

Friday 13th March 1992

For editorial synopsis and advertising rates please contact Wai-Fund Cheung on 071-873 3574 or write to her at:

Financial Times, One Southwark Bridge,  
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INSOLVENCY ACT 1986  
Resolutions of  
WELFORGE LIMITED  
PASSED 5 December 1991

At an extraordinary general meeting of the  
above named company duly convened and  
held at Grand Hotel, Colmore Row, Birmingham,  
on 5 December 1991 the following  
resolutions were passed: No. 1 as an  
ordinary resolution and No. 2 as an  
ordinary resolution.

1. That it has been proved to the satisfaction  
of this meeting that the company cannot, by  
reason of its liabilities, continue its business  
and that it is advisable to wind up the same  
and THAT accordingly the company be  
wound up voluntarily.

2. That David John Corney, of Cork City,  
43 Temple Row, Birmingham, B2 5JT be and is  
hereby appointed liquidator of the com-  
pany.  
Dated 5 December 1991

Warren Dunn - Chairman

At a meeting of creditors held on 5 Decem-  
ber 1991 the creditors confirmed the  
appointment of D.J. Corney as liquidator.

Dated - 5 December



# FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL  
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Friday January 10 1992

## Kick-starting global growth

OF THE plethora of initiatives dreamed up by Japanese and US policy-makers over the last few days, their joint strategy for world growth is actually rather tame. Ignore the froth: the world economy is not on the verge of a depression, and panic measures by worried governments would probably do more harm than good. Both the US and Japan have already taken the necessary steps to ensure that their economies will grow in 1992, the "package" contains nothing new.

It is the growth-starved countries of western Europe, not the US or Japan, that need stimulus. These countries which are desperate to find policies for low-inflationary growth this year. Judged by the neutral European reaction to Mr David Malins's plea for them to join the pro-growth club, he could be forgiven for thinking that growth in Europe has become a dirty word.

The US Treasury under-secretary's pleas are nothing new. Washington has been trying to persuade the rest of the group of seven industrialised countries to cut interest rates and use fiscal policy to relate the world economy, or the best part of a year. Meanwhile, the Federal Reserve has been practising what the administration has preached. A succession of interest rate cuts has reduced US real rates to below 1 per cent.

The US has little room to manoeuvre a fiscal refutation. The joint communiqué does confirm that a pre-election US tax package will be announced later this month. But the size of the US fiscal deficit, and the risk that relaxing policy might actually raise US long rates, mean that the package will largely consist of pre-election lollipops.

### Play along

Japan has so far been the only country willing to play along with the US. Its monetary policy has eased steadily over the past year, with the latest cut in the discount rate coming just before Mr Bush arrived in Tokyo. Predictable policies, but also precisely the right policy for Japan. Yet once again the communiqué says little new about Japanese policy. The promise to ease fiscal policy in

## Educating the majority

NATIONAL TESTING reaches state secondary schools this year, with most 14-year-olds due to sit pilot tests in mathematics and science in June. English and technology will be added next year, when the tests become compulsory, and history and geography will follow in 1994.

The tests are welcome, and should help to monitor and stimulate pupils' progress at a time crucial to their prospects of succeeding in public examinations. Less satisfactory, however, is progress in two other vital areas in 11-19 education: the creation of an effective "vocational route", and reform of A-levels.

Mr Kenneth Clarke, education secretary, dismisses as "a myth" any belief that the education system across the rest of Europe is somehow perfection compared with "our own".

Lump school-leavers together with sixth formers, he told a Commons committee last month and "we are absolutely in line with the crowd for 16-year-olds", with almost 90 per cent in full or part-time education or training.

Perfection is not to be found in this life, and there is no such place as "the rest of Europe". It is not, however, a myth that Britain's record in post-16 vocational education lags well behind that of France and Germany, to take concrete countries. And however you play the numbers game, Mr Clarke's 90 per cent is achievable only by lumping in all Youth Trainees (barely half of whom gain any qualifications at all), and that proportion falls dramatically among 17 and 18-year-olds. Put bluntly, British education abandons most school-leavers of average and below-average ability.

### Lightweight

Britain's failure to develop institutions akin to Germany's *Realschulen* (technical high schools) and *Berufsschulen* (vocational training schools) is at the heart of the problem. The government's current reform of vocational qualifications, particularly its promotion of new general vocational qualifications, are steps in the right direction. But early indications suggest that many of the new qualifications will be lightweight and far too job-spe-

cific. And since ministers refuse to countenance any compulsion on employers to train young employees, those in work will benefit little from them.

For 16-year-olds able to jump clearly through the GCSE hoop, prospects are far brighter, with small A-level classes and a broad range of degree courses and universities all before them. But if A-levels are indeed, as Mr Clarke told the same committee, "about the one bit of the system which works at the moment", it bodes ill for the rest. For few now believe that three single-subject A-levels make for a satisfactory post-16 curriculum.

There is a further element which should be included in any growth strategy. The failure of the Uruguay Round

would do at least as much as slow growth to raise "the spectre of world protectionism" that the communiqué fears.

Both Mr Bush and Europe's farm ministers should act on this before it is too late.

**More challenging**

More does not necessarily mean worse. A broader post-16 curriculum, including French, maths and a foreign language as compulsory courses, should prove more - not less - challenging to students than the status quo, and make the illiterate engineer, illiterate historian and monolingual everything figures of the past. The International Baccalaureate is an excellent and proven model: IB students study six subjects (including the above), three at a higher level and three as subsidies, and their final grade depends upon performance in all six.

Some wish to see a single baccalaureate as the goal of both "academic" and "vocational" students. But that is a lesser issue, except for those who believe that parity of esteem can be imposed by fiat. The priority is to promote reform on both fronts, without exacerbating fears that the A-level "gold standard" is to be defeated in the process.

In any case, a greater barrier to mobility between the two routes lies in the division of post-16 students between sixth forms (offering only A-levels and GCSE re-sits) and further education colleges (many with poor academic records but catering for BTECs and other vocational courses). Pupils need to be more aware of choices open to them at 16 - which is why, of all the education cuts of recent years, those in local careers services are among the most damaging.

*This is the third in a series on British education policy.*

### Family line

■ Baron Michel Bich yesterday put the cap on speculations about the future of one of France's most secretive family companies by naming his son Bruno to succeed him as chairman of Bic, the world's largest manufacturer of ball-point pens.

While the 77-year-old founder will continue to head the French-based parent company for the time being, Bruno - his second son and the third of his 11 children - is being prepared to take over by promotion to the chairmanship of the US subsidiary.

The move continues a cherished tradition of father-to-son handovers in French business. Other family groups which have taken or are taking the same line include Bouygues, Dassault, Michelin, Hachette, Matra, and Club Méditerranée.

The results do not seem much different from those of non-family competitors, perhaps because most of the sons involved have worked their way through the business.

This is certainly true of Bruno Bich, now 45, a former banker who joined the company two decades ago. The group might even benefit from some fresh ideas, since the Baron's attempts to seek new sources of growth, beyond its traditional pens, disposable razors and lighter businesses, have fallen below expectations.

A diversification into perfumes was to be scuppered last year, while a Bic sailboard business is in the doldrums.

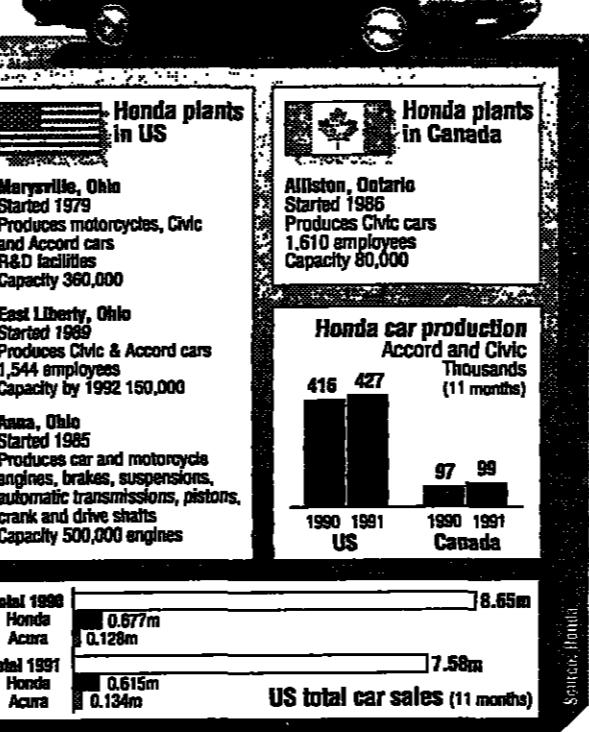
### NO EXCUSE

■ A footnote to yesterday's Lombard column on this page about Robert Maxwell. In 1970 Price Waterhouse prepared a report on the gross overstatement of the profits and assets of the publicly-quoted Pergamon Press. It was the backbone of the damning Board of Trade report on Maxwell.

**Honda's US credentials are under attack, writes Martin Dickson**

## A muffin on wheels

**Honda Accord estate version**



many of the transplant parts factories may be relying heavily on parts which are essentially manufactured in Japan but can be claimed as American by labelling, painting or testing them in the US.

But a Honda spokesman dismisses the claim as "political, and made by people who have never been in manufacturing". He also points out that Honda is the only car manufacturer to make small engines for its vehicles in the US, since even Detroit's Big Three companies now import theirs from Asia.

Nor has Honda been immune from the US recession: the group yesterday forecast a 17 per cent dip in annual net income, owing to declining demand in the US and Japan.

Other Japanese companies suggest that many US companies have been unable to compete on grounds of cost and quality. But Mr Jack Reilly, chief executive of Tenneco Automotive, a leading US parts maker, and chairman of the parts committee which commissioned the Honda study, disputes this and says sarcastically: "It is incredibly difficult to believe that the world's largest parts supply base is competitive on cost and quality only on 16 per cent of the transplant business."

Whatever the truth, Mr Richard Gephardt, the Democratic House majority leader, and Democratic congressmen from the automobile manufacturing state of Michigan, announced just before Christmas that tough new legislation would be introduced.

The bill would lower the ceiling on Japanese car sales over a five-year period if Tokyo did not reduce its trade deficit with the US by 20 per cent a year.

What is wrong with this orgy of American self-righteousness? These books address different aspects of the question, the first in a scholarly, the second in a blisteringly journalistic manner. The two accounts, both excellent in different ways, are complementary and their conclusion clear: neither the fevered rhetoric of "fair trade" nor its equally uncompromising flip side, that lowering foreign trade barriers will cure the trade deficit.

Some powerful countries must take the US on. Equally important, however, is to recall the fevered rhetoric of "fair trade". Professor Bhagwati points out, for example, that if everything becomes a question of "fair trade", the only outcome will be to remove the possibility of ever agreeing to a rules-oriented trading system.

The Japanese are concerned about the backlash, as demonstrated by their announcement this week of plans to increase substantially their purchases of foreign-made parts and cars. But the figures still fall well short of US demands and will take years to achieve, not least because it is difficult to change parts suppliers until new vehicle models are introduced. So the US industry's Japan-bashing is not about to stop.

However, American critics charge that the assemblers and parts transplants have simply brought with them the Japanese keiretsu system, involving extended families of companies linked by cross-shareholders, directorships and business relationships. It is alleged that assemblers such as Honda, Toyota and Nissan set the prices for captive Japanese suppliers, some of which may be dumping parts in the US.

However, American critics charge that the assemblers and parts transplants have simply brought with them the Japanese keiretsu system, involving extended families of companies linked by cross-shareholders, directorships and business relationships. It is alleged that assemblers such as Honda, Toyota and Nissan set the prices for captive Japanese suppliers, some of which may be dumping parts in the US.

The most vocal accusers also suggest - although they produce no clear figures to support the allegation - that

department has yet to lay down formal regulations as to just what constitutes north American content. The Treasury in Washington, to which the customs officials report, will only say that the *andis* is incomplete, involves "vastly complicated" legal and political issues, and will not be finalised until February.

Customs regulations apart, there is no requirement - other than political expediency - for Honda or any other Japanese automobile manufacturer with US transplants to buy a specific quantity of parts from local suppliers. Nor is there any requirement that these suppliers be US-owned companies, more than 300 of which have followed the automobile assemblers to the US.

Honda disputes the figures - although it pleads commercial confidentiality in refusing to give its own - and says that, in any case, they are out of date and that its domestic content has increased "substantially" since 1989.

The second controversy concerns the company's manufacture of small Civic cars at a plant in Canada, using some parts shipped from the US. Many of the finished vehicles are then exported to the US and, under the terms of the US-Canada free-trade agreement, must have a 50 per cent north American content to qualify for duty-free entry.

However, a preliminary audit by US customs officials apparently estimated that less than 40 per cent of the car was north American and that the company owed \$90m in duties.

Again, Honda strongly denies the allegation and points out that the US customs

fronts. The first involves a study by the University of Michigan, paid for by a lobbying body for the US auto parts industry. The study examined a 1989 Honda Accord assembled in the US and found that imports from Japan accounted for 88 per cent of its parts, while a further 46 per cent was from Japanese suppliers which had set up plants in the US. A mere 16 per cent of the parts came from US-owned suppliers.

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## BOOK REVIEW

### Fair trade or foul

**AGGRESSIVE UNILATERALISM: America's 301 Trade Policy and the World Trading System**  
Edited by Jagdish Bhagwati and Hugh T. Patrick  
*Harvester Wheatsheaf, £15.95; paperback £10.95*

**THE FAIR TRADE FRAUD: How Congress Pillages the Consumers and Decimates American Competitiveness**  
James Bovard  
*St Martin's Press, hardback £12.95*

The more damning "The heart of the problem is that the law is based on an outrageous premise - namely, that the commands of Section 301 do not apply to the US." The US is to be judge and jury of its law it does not apply to itself.

Such a stance must reduce international trade law to the law of the bully. But Professor Bhagwati demonstrates that aggressive unilateralism also makes little economic sense.

"Just as the belief that import restrictions will cure the trade deficit refuses to die... so does its flip side, that lowering foreign trade barriers will cure the trade deficit."

Some powerful countries must take the US on. Equally important, however, is to recall the fevered rhetoric of "fair trade". These books address different aspects of the question, the first in a scholarly, the second in a blisteringly journalistic manner. The two accounts, both excellent in different ways, are complementary and their conclusion clear: neither the fevered rhetoric of "fair trade" nor its equally uncompromising flip side, that lowering foreign trade barriers will cure the trade deficit.

The book edited by Jagdish Bhagwati and Hugh Patrick is concerned entirely with this piece of legislation. In what must be the classic article on its legal implications, Professor Robert E. Hudec takes as his provocative title "Thinking about the New Section 301: Beyond Good and Evil".

Professor Hudec concludes that under both aspects of Section 301, GATT-illegal action is possible. But he argues that disobeissance of the GATT could sometimes be justified as a way of strengthening what is, for all its successes, a defective legal process.

Professor Hudec's defence of the new Section 301 only makes his ultimate conclusion

Martin Wolf

**Cut-price Ghost Town?** That is one description of London's much-vaunted Docklands. Six years ago, 24-hour global trading in the City paved the way for London's most uninhabited property boom. But the boom went bust. Vanessa Houlder explains how the developers were blinded to the coming crash.

Personal finance: Should investors be taking steps to minimise the impact of Labour's tax plans? Philip Coggan has some of the answers. And a guide

## What is the FT getting up to this Weekend?

to boosting your pension as the end of the tax year approaches.

**How To Spend It:** Lucia van der Post and FT correspondents report on the big January sales in London, Paris, Frankfurt, New York and Tokyo.

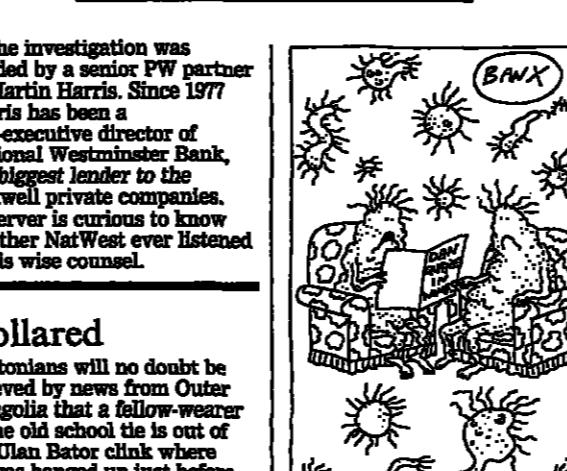
Travel: Four pages of special coverage.

Sport: Yachting with Keith Wheatley, tennis with John Barrett, and Kevin Brown on cricket Down Under.

Christian Tyler interviews Philip Johnson-Laird, professor of psychology at Princeton. And Michael Thompson-Noel is busy faxing film scripts to his friends in Hollywood.

**Weekend FT**  
Saturday January 11

## OBSERVER



"That's it - I'll never make anyone ill again"

21st annual reunion

Members of the club, limited to former receptionists at London's Savoy Hotel, wear a pink and grey striped doffed on the table cloths at their erstwhile workplace. And one of the 100-plus gathered for a weekend's eating and skating is Udo Hahn, general manager of the Chinggis Khan hotel being built by Holiday Inn at Ulan Bator.

Former Gastronomes Julian Payne, who went on to senior positions at the Savoy, Dorchester and the Ritz, says the club's first dinner, in 1971, took place at the Connaught. The Savoy didn't like the idea of former employees eating in its private dining rooms. It has, however, since relented.

**Tie-up**



# FINANCIAL TIMES

Friday January 10 1992

## The intellectual with a merger to engineer

William Dawkins profiles the man France hopes will create a world-beating group

**F**RANCE has picked an outstanding but little-known product of the public administration to put together and manage its project for a world-beating electronics-to-nuclear energy group.

He is Mr Jean Syrota, 54, a mining engineer who runs Cogema, the state-controlled nuclear fuel company, based in an industrial suburb of Paris. He has kept well out of the public eye and likes to relax by collecting 19th century first edition books - he is especially fond of Balzac - or by doing a spot of hand-work around the home.

The quiet, bespectacled Mr Syrota is charged with resolving the French electronics industry's massive problems as it struggles against Asian competition and runs into European Commission resistance at its every attempt to raise French capital from the state.

This intellectual is well qualified for the job, as a product of the Ecole Polytechnique, the training ground for generations of the Civil Service elite and a former mandarin at the environment and telecommunications ministries.

He has had little time for home hand-work since being called to prime minister Edith Cresson's office on December 7 and being asked, to his surprise, to take on masterminding on a huge scale.

His task is to prepare the merger of the loss-making civil electronics businesses of Thomson - mainly televisions and other consumer goods - with



Jean Syrota: The home handyman gets the job of a master-builder

CEA Industrie, the parent company for Cogema, plus Framatome, France's monopoly supplier of nuclear reactors, and a handful of electronics and medical businesses.

He has been asked to report on progress in February, form the group - which he estimates will have annual sales of between FF75bn and FF90bn.

(\$14bn-\$17bn) - by the middle of the year, and become its chairman.

Mr Syrota defends the project as a legitimate attempt by the state to re-organise its state holdings more rationally, to enable the electronics industry to raise more cash - although not directly from the nuclear group's coffers - and to help the nuclear industry to continue diversifying as France's demand for new reactors runs down.

These are decisions which the state has taken not as public authority but as the owner of shares in these companies. The group will be managed like any other, all the more so since it is present in these competitive sectors across the world, "he says.

Mr Syrota's first task, not yet complete, is to choose a bank or banks to value the various businesses and to change - by government decree - the status of CEA Industrie, which groups the industrial businesses of the Commissariat à l'Energie Atomique (CEA), the atomic energy authority. This would make it directly state-owned, rather than 100 per cent controlled by the CEA, as at present.

The outline plan - subject to change, stresses Mr Syrota - is for CEA Industrie to buy the state's 100 per cent direct shareholding in Thomson, and for the electronics group to sell to the state its 60 per cent stake in Thomson-CSF, its defence arm.

The resulting group, Thomson-CEA

Industrie (TCI), would be 51 per cent state-owned and 30 per cent owned by the atomic energy authority. The new group would also issue new shares, to privately owned industrial partners, as well as to the state, to provide the company's electronics activities so badly need.

Mr Syrota's main challenge will be to stem the losses of Thomson's consumer electronics businesses. Here he does not yet have a clear recipe to offer, beyond pointing to the complementarity between Thomson and the interest of some of CEA Industrie's subsidiaries in flat-screen technology, electrical connectors and medical scanners.

"The nuclear side works on the long term, with a product life of, say, 10 years, while electronics works on the short term, with product lives of more like a year. So there is no reason why they should both hit the bottom of a cycle together. That allows a certain amount of risk sharing," he adds.

Another challenge will be to get the managers from two groups with very different cultures to work together. The staff at CEA Industrie are used to working for public sector clients, such as Electricité de France, while Thomson Consumer Electronics is more exposed to the cut-throat world of consumer industry. The benchmark Mr Syrota says he will use to measure whether he has won or failed is whether TCI can achieve a net profit-to-sales ratio of the same order as Cogema itself.

## Russia bans export of goods in short supply

By John Lloyd in Moscow

THE DEEPENING crisis in the former Soviet states is forcing up trade barriers and triggering strikes by workers and restorations by officials.

Russia will soon today ban the export of some 60 commodities in short supply to those republics which have reacted to the export barriers against the export of goods to Russia in the past. The principal target is Ukraine, which is rapidly assuming the status of a hostile country in Russian eyes.

A decree, signed on December 29 by Mr Gennady Burlulis, the first deputy prime minister, includes food, alcohol, tobacco, electrical appliances,

building materials, cameras and bicycles.

The move appears to reflect a determination by the Russian government to punish enemies and reward friends among its neighbouring states.

Mr Peter Aven, the Russian minister for foreign economic relations, said yesterday that the price of republics would be charged for Russian goods would depend on how closely they followed Russian economic reform.

The Baltic states were already being charged world prices, he said.

At the same time, the Council of Independent Trade

Unions warned the Russian government to pay promised social compensation for the price rises, and to "reconsider" by next Thursday - and presumably extend - the list of goods still sold at subsidised prices.

If the government failed to do so, the council said it would call on members to rally, picket and "take other forms of protest action" next Friday. Russia's miners have also complained that a promised Rbs2bn subsidy to their industry to support higher wages is not being paid; they have been assured by Mr Yegor Gaidar, the deputy prime minister in

charge of economic reform, that it will be.

Miners in Kazakhstan, the third largest of the former Union's coal areas producing 100m tonnes of coal a year, have gone on strike in support of a demand to double their pay to Rbs4700 a month - a sum which would have been an average yearly wage less than a year ago. Workers in industries in the capital, Alma Ata, are also reported to have been on strike since January 6, when prices were freed.

Mr Nursultan Nazarbayev, president of Kazakhstan, has called for a one-year moratorium on strikes in the republic

"to prevent industry from coming to a halt".

The Moscow City administration yesterday announced its collective resignation, following a prolonged struggle with Mr Gavril Popov, the Moscow mayor, over privatisation of the city.

Mr Yuri Lushkov, the Moscow city chief executive, said last night that a new administration must include "special teams" addressing themselves to economic reform, social protection, the city's economy and development and territorial administration.

West warned on aid, Page 2

## Finance problems threaten new Airbus

By Paul Betts, Aerospace Correspondent, in Paris

SEVERE financial and management problems among the three main partners in the European Airbus Industrie consortium are jeopardising the development of a new airliner.

Although Airbus trebled its operating profits to a record \$300m last year, Mr Jean Pierson, the managing director, said the consortium risked being destabilised by the problems at Aerospatiale of France, Deutsche Aerospace and British Aerospace.

As well as the development of the 120-seat A319 narrow-body airliner, derivatives of the consortium's new A330/A340 wide-body aircraft may also be threatened.

The consortium's vulnerability to the difficulties facing its partner companies is one of its biggest handicaps in the highly competitive commercial air-

line business. The latest crisis, triggered by Aerospatiale, has also highlighted widespread calls to turn the consortium into a more conventional corporate entity distinct from its main shareholders and its national governments.

Aerospatiale, which has a 37.9 per cent stake in Airbus, is understood to be opposed to the development of the A319, a derivative of the A320 narrow-body airliner.

Aerospatiale's other main partners, including BAE with a 20 per cent stake and Deutsche Aerospace with 37.9 per cent, say they would support the development of the A319. The fourth Airbus partner is Casa of Spain with 4.8 per cent.

The company also faces considerable uncertainty about its future status. The French government, which has recently launched a restructuring of its state-owned nuclear and con-

cerns, is now considering an analogous reorganisation of its state aerospace and defence assets. This could eventually see a regrouping of Aerospatiale, Thomson CSF and possibly the Dassault military aircraft group.

Bae and Deutsche Aerospace are also facing their own problems. Bae is in the midst of a far-reaching restructuring following its management crisis last year. Deutsche Aerospace - the aerospace subsidiary of Daimler-Benz - is seeking to establish its identity as a leading aerospace company and is expected to undergo further internal restructuring in coming months.

Aerospatiale is currently facing a cash squeeze because of a declining defence business and heavy cash outflows to finance the build-up of production at its Toulouse for the A320/A340 wide-body programme.

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## Black Sea Fleet

Continued from Page 1

tell the Black Sea commanders they are under the protection of Russia, and must not take the oath of allegiance to Ukraine now being required of them if they wish to continue serving in the fleet.

In an interview yesterday in the conservative newspaper *Sovetskaya Rossiya*, Admiral Chernavko said Ukraine had never been a naval power, and would be allowed to operate only a small force to protect merchant ships and deter smuggling.

The admiral said that the entire navy was a "strategic" force - in that it guarded strategic shipping lanes.

London stocks, Page 21

Currencies, Page 22

World stocks, Page 32

## "WHERE ON EARTH CAN WE FIND A BETTER SITE?"



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## President's health

Continued from Page 1

ing cancelled breakfast and lunch appointments, Mr Bush last night got through a dinner with Emperor Akihito, although the banquet was shortened to about half its planned three hours.

Mr Bush intends to portray his 10-day Asian tour as a successful effort to open export markets and create jobs for American workers when he returns to Washington today.

Immediate assessments in the US of his trip were mixed. Gloomy comments by the three executives from Ford, General Motors, and Chrysler may fuel congressional sentiment to further trade retaliation against Japan.

Mr Richard Holbrooke, a former State Department official responsible for Asian affairs, said Mr Bush had made progress in reducing the trade imbalance but at the cost of appearing to blame Japan for the US recession.

Mr Clyde Prestowitz, a former US trade official and advocate of tougher dealings with Japan, criticised the president for over-emphasising the importance of car exports and underplaying new technology, expressed concern that

the 100 per cent capital allowance available to developers distort competition and encourage tax avoidance.

Any application would represent a U-turn in British policy. The government declared that Britain's 27th enterprise zone - set up in Sunderland, north-east England, after months of wrangling between the government and the European Commission - was "an investment in the last" when it was designated in April 1989.

He said any application

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## INTERNATIONAL COMPANIES AND FINANCE

## Papers show Maxwell share support scheme

By Bronwen Maddox in London

THE ILLICIT operation by the late Mr Robert Maxwell to support the shares of Maxwell Communication Corporation may have begun as early as October 1990, documents obtained by the Financial Times reveal.

The share support scheme is the target of one of four investigations by the Serious Fraud Office into the publisher's collapsed empire.

Price Waterhouse, administrators of MCC, have focused on Corry Stiftung, a Liechtenstein foundation, and several other secretive offshore and continental European trusts in their search for more than £500m (\$910m) in cash and assets missing from the company.

Copies of bank account statements of Corry Stiftung show that on October 21, 1990, £19,476 was taken from its current account number 247-935-013 with the Private Trust Bank Corporation of Vaduz, Liechtenstein, to buy shares in MCC, one of Mr Maxwell's publicly-listed companies.

Bankers and administrators suspect that Mr Maxwell spent

some £150m in buying shares in MCC without disclosing his interest - which is illegal - and that he used MCC's own funds to help do this.

Mr David Lee, who is heading Price Waterhouse's investigation into MCC's missing assets, said that Corry Stiftung was "a significant debtor" of MCC, owing it "considerably over £2m".

Price Waterhouse has not yet investigated these particular transactions, but "they may mean that support for the share price began nearly six months earlier than we had been thinking", Mr Lee said.

The funds for the October 29 share purchase came from a high-interest account in Liechtenstein, but the source of that money is still unclear.

The documents also show that on November 12, £38,570 was taken from the Corry Stiftung current account to buy more shares in MCC.

The term "EFF-KAUF" in the bank statement stands for Effekten Kauf, or purchase of securities.

A separate transaction shows how £4.5m flowed into Liechtenstein on October 17 1990 and

£4m out the same day to PH(US) Inc, a Delaware-incorporated private Maxwell holding company. PH shares its address in Elmsford, New York, with several Maxwell holding companies and part of Pergamon Press, the scientific journals publisher which Mr Maxwell sold last year.

A senior tax executive at Elmsford declined to comment on the relationship of PH to other Maxwell companies or the purpose of the October 1990 transfer.

Price Waterhouse was also investigating advances of "substantial amounts" in 1991 to PH(US) Inc from Macmillan, MCC's main business.

Titmuss, Seiner and Webb, the London solicitors who created Corry's account with £4,494,675 on October 17 1990, say that client confidentiality prevents them disclosing the source of the money. However, they confirm that they acted for MCC as well as for Maxwell private companies until they resigned from MCC after Mr Maxwell's death to prevent conflicts of interest.

Pension funds, Page 19

## Nobel to sell consumer goods unit to Henkel

By Robert Taylor

In Stockholm

NOBEL Industries, the Swedish chemicals and defence group, is selling its consumer goods division to Henkel, the German chemicals group best known for its range of washing powders.

The divestment will mean an increase in Nobel's own capital of around SKr2.5bn, with a net profit of SKr150m (\$27m) from the transaction.

Mr Ove Mattesson, chief executive at Nobel Industries, said the sale would improve the Swedish group's own financial position and was in line with Nobel's stated policy of concentrating its activities in those sectors with the best long-term growth possibilities.

The company made a SKr1.5bn loss for the first eight months of 1991, mainly because it was forced to write-off SKr1.8bn of its equity in the finance company Gamlestaden, which collapsed last August.

The consumer goods division achieved a SKr2.5bn turnover last year which accounted for 9 per cent of Nobel's group sales and for 14 per cent of its SKr1.04bn profits (after financial items). It is involved mainly in the manufacture of chemical-technical products for cleaning and polishing as well as hygiene care.

Mr Mattesson said Nobel lacked the financial resources to carry out the structural changes and expansion within the consumer goods market but he added Henkel would be in a good position to improve its growth.

The German group, which employs 42,000 workers had a SKr47m turnover last year. It is strong not just in Germany but also in Italy, France and Spain. The acquisition of Nobel's consumer goods gives it a first foothold in the Nordic market.

United Parcel deal

UNITED Parcel Service, which claims to be the world's biggest package distributor, is to acquire Beemsterboer, the Dutch shipping group, writes John Thornhill.

## Italian banking finds a new force

Haig Simonian in Milan looks at a three-way Roman bank merger

ITALY'S banks have been known for strange moves over the centuries, but sex changes have not been among them. Not, at least, until now.

That is what will happen to Banco di Roma, the big Roman-based bank until recently controlled by the IRI state holding company. It will become part of three-way banking merger under way with Cassa di Risparmio di Roma, the Rome savings bank, and Banco di Santo Spirito, another sizeable Roman bank, also formally owned by IRI.

The product, to be called Banca di Roma, will be Italy's second biggest financial institution, with total assets over £130,000m (£112.2bn) and some 1,100 branches by end-1992.

Although the difference in annotations between a Banco and a Banca may be lost on most Italians, let alone foreigners, the new name will be a small but significant sign of changes in the country's banking system.

The three banks fit well together. The Rome Cassa is concentrated in Rome and Lazio; Banco di Santo Spirito is also strong locally, but has nationwide branches, too. And while Banco di Roma has no particular bias, it offers a sizeable national and international network.

Their skills are also complementary. Banco di Roma's dependence on relatively volatile interbank funds will be counter-balanced by the established local deposit base of its two partners. But Banco di Roma will also provide many of the international banking skills, particularly in capital markets, which the other two lack.

IRI's willingness to sell stemmed partly from the fact that both Banco di Roma and Banco di Santo Spirito have reputations which are more illustrious than their earnings. In 1990, Banco di Santo Spirito's net profits amounted to £92m. Net profits at Banco di Roma were £159.5m on total assets of £75.62bn.

By just changing one letter, the new Banca di Roma should capitalise on the strong national identity and international familiarity of its almost eponymous predecessor. Yet the switch from masculine (Banco) to feminine (banca) will also provide a newer and more modern gloss, according to Mr Cesare Geronzi, director general of the Rome Cassa.

Whatever the semantics, investors may be well-advised to remember the name. Under the complex merger, IRI now

has 35 per cent of holding company controlling the three banks.

However, IRI's current financial problems mean it may end up with much less before the new bank takes shape.

Mr Geronzi will not say whether or when IRI might float its shares. But many analysts believe that private investors, rather than IRI, will eventually form the second biggest shareholding group in the new bank after the foundation which



Haig Simonian predicts £1.800bn operating profits

have a virtually uncontested position in central Italy. Mr Geronzi denies that a monopoly will be the primary motive for its profits. "When we thought this up it wasn't to create the biggest bank in Italy but to create a unit able to fight growing competition and retain its market share, and then go on to win more," he says.

Earnings may also be limited by Italy's powerful bank unions and strict job protection laws, which will temper large-scale rationalisation. Even Mr Geronzi takes a star transfers rather than cuts.

That may be partly explained by the fact that the new bank still has room for organic growth. In the 20 towns where the Rome Cassa and Banco di Santo Spirito have overlapping branches, closures have been avoided by moving one branch to another part of town. The market could sustain both branches, and closing one would only have opened the door to a competitor, he explains.

The Rome Cassa will also continue its strategy of taking minority stakes in neighbouring savings banks. So far, it has struck deals with two banks, with a third due by the year-end.

Eventually, Mr Geronzi would like to extend such deals as far north as the rich region of Emilia Romagna. Obviously it's a slow process, but we have a lot of talks with other local savings banks under way," he says.

## Roche boosts sales 19%

By Ian Rodger in Zurich

ROCHE, the Swiss pharmaceutical group, which employs 42,000 workers had a SKr47m turnover last year. It is strong not just in Germany but also in Italy, France and Spain. The acquisition of Nobel's consumer goods gives it a first foothold in the Nordic market.

All divisions contributed to the increase, which was only 15 per cent in local currencies. Sales of the pharmaceutical division, accounting for over half of the total, were up 23 per cent to SKr5.9bn. The antibiotic Rocephin and the anti-rheumatic Ticotil were notable contributors to the growth.

Sales of vitamins and fine chemicals, 24 per cent of the total, grew 14 per cent to SKr2.7bn due partly to growing acceptance of the prophylactic benefits of beta-carotene.

In the fragrances and flavours division, above-average growth rates were achieved for flavours and chemicals sales, but demand for fragrances in the luxury perfume sector declined. Division sales rose 22 per cent to SKr1.8bn.

Sales in the service laboratory business in the US were weaker but the diagnostics division as a whole had an increase of 8 per cent to SKr1.4bn.

## Rite Aid drops Revco plan

By Nikki Tait in New York

RITE AID, the US drug store chain, yesterday withdrew its reorganisation plan for Revco, a rival retailer which is in currently in bankruptcy.

In a formal statement, Rite Aid said that it would not seek "confirmation" for the plan, which would essentially have involved Rite Aid in acquiring Revco, at a bankruptcy court hearing next Monday. It claimed that bidding levels had made the potential acquisition "unecconomical".

Rite Aid's decision follows an undecisive ballot among Revco creditors last weekend over three competing reorganisa-

sation plans - from Rite Aid, from another retailer, Jack Eckerd, and a Revco-backed creditors' plan. The last of these received most popular, gaining majority support from four of the seven creditor groups. The Rite Aid and Eckerd plans were backed by two and three classes respectively.

Earlier this week, Revco appeared hopeful that the weight of support behind the creditor plan would encourage the bankruptcy court to force this scheme on dissenting parties at the confirmation hearing, which was delayed from January 8 to January 13.

## Decline in cross-border bids and deals

THE VALUE of cross-border mergers and acquisitions fell 35 per cent last year to \$31.9bn, according to management consultants KPMG Peat Marwick. That is the lowest level since KPMG began recording deals in 1988, writes Guy de Jonquieres.

The number of deals fell less

previous year. There were only five deals worth more than \$1bn each, compared with 23 in 1990.

For the first time in four years, the European Community overtook the US to become the most popular target region for takeovers. Cross-border sales of EC companies totalled \$23.8bn, compared with

\$18.7bn.

The US remained the single most popular target country, followed by Britain, where sales totalled \$9.1bn, compared with \$20.4bn in 1990.

Cross-border purchases by British companies fell to \$6.3bn from \$20.6bn the previous year.

sales of US companies worth \$18.7bn.

The US remained the single

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**Solutions that work:** The commitment to successful innovation has helped the company surpass \$10 billion in annual revenues and achieve the highest return to equity of comparable firms. This philosophy continues to drive Ameritech forward, leading the world in meeting customers' needs with advanced technology and giving a strong total return to our shareholders. For a copy of our Annual Report or other information, call Ameritech Investor Relations at 312/750-5353.

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## Notice of Early Redemption to the holders of the

**MCC SPECIAL CORP.**

11 1/2 per cent Notes due February 1, 1995

of  
**MCC SPECIAL CORP.**  
 (As successor by assumption to Macy Credit Corp.)

NOTICE IS HEREBY GIVEN, pursuant to the provisions of Section 6 of the Fiscal Agreement Agreement dated as of February 1, 1991 and as amended on May 1, 1991 (the "Agreement"), between MCC Special Corp., a Delaware corporation (the "Company") (as successor by assumption to Macy Credit Corp.), and Bankers Trust Company, as fiscal agent and paying agent (the "Agent"), and the provisions of Paragraph 4(a) of the Company's 11 1/2% Notes due February 1, 1995 (the "Notes"), that all of the Notes will be redeemed on February 1, 1992 (the "Redemption Date") at a redemption price equal to 100% of their principal amount together with accrued and unpaid interest thereon to the Redemption Date (the "Redemption Price"). Subject to the receipt of the required funds by the Agent, the Notes will become payable on February 1, 1992 and interest on the Notes shall cease to accrue from and after the Redemption Date. On and after the Redemption Date, the sole right of the holders of the Notes shall be to receive the Redemption Price.

Payment of the Redemption Price will be made upon presentation and surrender of the Notes, together with all appropriate coupons maturing subsequent to the Redemption Date, in person by the holder thereof to Bankers Trust Company, Four Albany Street, New York, New York 10006, Attention: Corporate Trust and Agency Group, in the case of registered Notes, and at any of the paying agents listed below in the case of Notes held in bearer form:

Bankers Trust AG  
 Dreiländerstrasse 6  
 CH-8022 Zurich  
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 1 Appold Street  
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In the event any such unmatured coupon fails to be presented, the amount of the missing coupon will be deducted from the Redemption Price. Coupons which have matured prior to the Redemption Date should be detached, presented and surrendered for payment in the usual manner.

Information relating to the Internal Revenue Service ("IRS") will be required with respect to each Note and to each Note holder in certain circumstances. U.S. holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may also be subject to an IRS penalty. Accordingly, please provide any appropriate certification when presenting the Notes or coupons for payment.

**MCC SPECIAL CORP.**  
 (As successor by assumption to Macy Credit Corp.)

**BANKERS TRUST COMPANY**  
 Fiscal Agent and Paying Agent

December 27, 1991

## NORTHAM PLATINUM LIMITED

(Incorporated in The Republic of South Africa)  
 (Registration No. 77/03282/06)

### INTERIM REPORT

| INCOME ACCOUNT                         | 'Six months ended 31 December 1991 | 'Six months ended 31 December 1990 | Year ended 30 June 1991 |
|--|------------------------------------|------------------------------------|-------------------------|
| Net Income                             | £10,855                            | £44,615                            | £82,400                 |
| Tax                                    | 8,199                              | 22,301                             | 36,750                  |
| Net income transferred to fixed assets | 10,65                              |                                    |                         |

## INTERNATIONAL CAPITAL MARKETS

## J P Morgan soars 41% to \$269m

By Patrick Harverson in New York

J.P. MORGAN, the New York based banking group, yesterday capped an excellent 1991 by reporting fourth-quarter profits of \$636m, opening what is expected to be a strong quarterly earnings season for Wall Street.

The 41 per cent increase in final-quarter income took total earnings for the full year up to \$2.15bn, up from \$1.5bn in 1990. When extraordinary gains last year and in 1989 from the early retirement of debt and from accounting changes are taken into account, however, Morgan's underlying earnings actually rose 44 per cent in 1991.

A highly favourable interest rate environment, increased trading revenues, good growth in leveraged businesses and solid corporate finance results were behind the increases in fourth-quarter profits, the bank said.

The biggest improvement was seen in

net interest revenues, which climbed 45 per cent in the quarter to \$415m as Morgan took advantage of lower short-term US dollar interest rates and the sharp steepening of the US dollar yield curve.

On the trading front, increased activity in US and foreign debt and equity markets, and in swaps and commodities, lifted earnings from trading to \$345m.

Although this was down from an exceptionally strong third quarter, it was still well above fourth-quarter 1990 earnings and took overall trading profits for the year to \$1.2bn, up 41 per cent from the previous 12 months.

In other business areas, investment management contributed \$90m and fees from operational services another \$87m. Although corporate finance earnings fell 23 per cent to \$74m, Morgan reported a big rise in revenues from US corporate bond

underwritings. Morgan has taken full advantage of the recent deregulation of US banking laws that has allowed banks to play a bigger role in the corporate debt underwriting business.

Operating expenses rose 14 per cent in the quarter to \$629m, a reflection of both higher incentive-based compensation payout and increased investment in new technology.

Non-performing loans fell slightly to \$64m because of previous charge-offs of Latin American and other country loans, while the bank put aside only \$10m for credit losses in the quarter.

Although yesterday's figures were above market estimates, Morgan's shares fell \$2.7% to \$67.75 on the New York Stock Exchange at midday as investors took profits in the wake of the stock's recent record high of \$70%.

## Buoyant AMD sees leap in sales

By Louise Kehoe in San Francisco

ADVANCED Micro Devices, the Silicon Valley semiconductor manufacturer, reported a surge in fourth-quarter sales and a "virtual stampede of customers" ordering its version of the 386 micro-processor, the chip used to power many of the most popular personal computers.

"In an otherwise lacklustre semiconductor market, all of AMD's growth came from micro-processors," said Mr W.J. Sanders, chairman and chief executive.

Last year, AMD mounted a challenge to rival Intel's dominance of the personal computer micro-processor market by launching its own versions of Intel's widely-used 386 chips. The companies are involved in a series of complex legal disputes over AMD's rights to produce the microprocessors.

Fourth-quarter revenues

rose by nearly 38 per cent from the like period a year ago. AMD reported record revenues of \$362m and net income of \$106.7m before payment of preferred stock dividends.

After the preferred dividend, quarterly net income was \$1.17 per common share. Operating results for the quarter included a charge of \$7m in connection with previously-announced plans to close down one of the company's oldest production lines in the second quarter of 1992.

The results also included a net gain equivalent to 52 cents per common share from sales of assets, primarily the sale of 3.5m shares of Xilinx, another US chip maker.

In the fourth quarter of 1990, AMD reported revenues of \$265.9m and a net loss of \$43m, or 55 cents a share, after dividend payments.

## Honda Motor further cuts earnings estimate

By Steven Butler in Tokyo

HONDA Motor, the Japanese car maker, yesterday further slashed its earnings estimate for the year to end-March in response to weakening sales at home and abroad.

Honda said its consolidated after-tax profits would be just Y\$6.1bn (\$505.6m), compared with Y\$6.7bn last year and an earlier forecast of Y\$8.1bn for this year.

The company said the revised forecast was due to weakening vehicle markets, the long US recession and the slowdown of the Japanese economy. It was, however, not related to the recent strengthening of the yen.

The results would also be affected by a rise in the cost of sales due to intense competition.

Sales were projected at Y4.428.4bn, an increase of about 3 per cent.

Japanese vehicle sales and exports for the 1991 calendar year fell by 4.3 per cent to 1.34m and were expected to decline marginally this year.

The biggest area of decline was in Honda's market from Japan, which fell by 7.4 per cent to 622,409 units. Domestic car sales have held up well, partly because of the recent successful launch of the company's new Civic model.

Overseas production is expected to pick up from 653,000 units in 1991 to 672,000 this year, helped by the opening of assembly plants in Thailand and Swindon in the UK.

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## INTERNATIONAL CAPITAL MARKETS

## Strong investor appetite for World Bank issue

By Richard Waters

**T**HE World Bank's latest global \$1.5bn issue performed strongly yesterday in the wake of heavy demand from investors.

The 10-year issue, with a coupon of 6% per cent, was priced at a spread of 15 basis points over US Treasury bonds – at the low end of the expected range. However, by late yesterday the spread had narrowed to as little as 10 basis points.

This prompted claims that the issue, brought by Deutsche Bank Capital Markets and Merrill Lynch, had been priced too generously.

However, it was widely believed that a more significant factor had been efforts by traders who had gone short of the issue, in the expectation of the spread widening, to square their positions.

Around three-quarters of the issue is understood to have been placed in the Far East and Europe, with Far Eastern investors the largest buyers. US investors were said to be less attracted because of the narrow spread over Treasuries.

Elsewhere, the European Bank for Reconstruction and Development made its debut for the year with an offering in the Swedish krona sector, swapped into floating-rate dollars.

Priced at 80 basis points over comparable Swedish government bonds, the issue was considered tightly priced. How-

ever, the small size of the deal, reflecting the bank's modest current borrowing needs, meant that much of the issue had been pre-placed.

A keenly-priced \$200m issue from Forte, the UK hotels group, also failed to set investors alight. The two-year bonds were brought by Goldman Sachs and J.P. Morgan at a spread of 71 over the US gov-

ernment benchmark at the offered price.

The short maturity enabled the borrower, rated A2 by Moody's and single-A by Standard & Poor's, the US rating agencies, to offer a coupon of just 5% per cent.

The two lead-banks, which between them took around 80 per cent of the bonds, are thought to have sold around half of their share yesterday. The bonds were held at the fixed re-offer price throughout the day.

Meanwhile, Swiss Bank Corporation International was having a far easier time with a five-year, \$200m deal for Nestlé Holdings.

The issue, carrying a coupon of 5% per cent and a powerful name for retail investors, was sold out before the syndicate had been formed.

The spread of 24 basis points

had tightened to 20 basis points in later trading. The food group's US entity also brought a \$170m, 10-year issue yesterday carrying a coupon of 5% per cent.

• Ontario Hydro, the Canadian utility, is expected to launch a global bond offering next week to raise around \$1.5bn. The company said yesterday it was planning an offer "in the near future, subject to appropriate market conditions." The names of the five lead-managers chosen for the transaction were not named publicly, though they are understood to be Goldman Sachs, Industrial Bank of Canada, Scotia McLeod, Merrill Lynch and RBC Dominion Securities.

The issue, likely to be at the 10-year maturity, will be the company's fifth Canadian dollar issue. Ontario Hydro said its total borrowing requirements were likely to be between \$34bn and \$35bn over the next four years.

• Imperial Chemical Industries, the UK chemicals group, said it was about to launch a \$200m 10-year bond issue in the US domestic market. The bonds, issued by ICI Wilmington and guaranteed by ICI, will carry a coupon of 7.5% per cent, and are priced at 99.75 per cent. The issue is co-managed by Goldman Sachs and Merrill Lynch, with J.P. Morgan and Morgan Stanley also acting as underwriters.

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## INTERNATIONAL BONDS

## Liffe presses for early decision on options

By Tracy Corrigan

**T**HE London International Financial Futures Exchange has asked firms to confirm by today which equity options they plan to make markets in.

A final decision is urgently required to complete technical preparations for the London Traded Options Market (LTOM) move to join Liffe at Cannon Bridge at the end of the month.

The merger of the two exchanges, originally due this month, was postponed until March because not enough firms came forward to make markets in the 67 equity options currently traded on LTOM. This was despite a reasonably good take-up of last year's offer of "D" shares, which entitle holders to trade stock options on the new exchange. It was also delayed by technical problems.

Liffe has been pressuring firms to make a commitment to market-making in stock options, but continues to meet resistance from the large UK integrated houses. Firms such as Smith New Court and Barclays de Zoete Wedd, which wanted equity options trading to move to a screen-based system to revive the lacklustre market, have taken a large number of seats to trade stock options but have said they will act as principal traders rather than market-makers.

Liffe is hoping that other firms, such as Hills Independent Traders and O'Connor Securities (now owned by Swiss Bank Corporation), will commit themselves to marketing in a broad range of stocks. Hills plans to make a market in 27 stock options.

There have been a number of meetings among the firms keen to support the market, say market sources. These firms are trying to divide the responsibility for making markets to ensure the merger can go ahead, the sources say.

Earlier this week, a Liffe official said that "subject to confirmation from the market-makers, the Liffe board believes that there will be adequate market-making capacity to proceed with the provisional allocation of 'D' shares".

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## Bank sells off tap in rising market

By Sara Webb in London and Patrick Harverson in New York

**U**K GOVERNMENT bonds gained nearly a quarter of a point yesterday, allowing the Bank of England to sell the remainder of its £1bn tap issue in the rising market.

The £1bn tranche of 8% per cent Treasury stock due 2007,

bursting through the technical resistance level of 88.01. The contract, which started the day at 87.67, climbed as high as 88.22 before closing at 88.19. The market has tested this resistance level earlier in the week.

The bond market was lifted by rumours that German steel workers had agreed to a moderate pay increase of 5% per cent, and by favourable US economic data and higher-than-expected German unemployment figures.

In France, the government bond market opened firm in response to the release of weak German employment data and was boosted later in the day by the rally in US Treasury bond prices.

On the Matif futures exchange in Paris, the March bond futures contract closed at 108.92, up 0.56 from late afternoon. Volume was well above average at over 170,000 contracts.

■ US TREASURY prices were in mixed form yesterday morning, with the short end easing slightly but the long end firming on good inflation news and weak labour market data.

By midday, the benchmark 30-year government bond was up 1/8 at 107.5, yielding 7.374 per cent. The two-year note, however, was down 1/8 at 100%, yielding 4.630 per cent.

Bond prices firmed after the Labor Department reported a 0.2 per cent decline in the producer price index for December, although, with most of the downward pressure on prices

## BENCHMARK GOVERNMENT BONDS

|             | Coupon | Red Date | Price    | Change  | Yield | Yield | Yield |
|-------------|--------|----------|----------|---------|-------|-------|-------|
| AUSTRALIA   | 5.25%  | 11/01    | 116.2687 | +0.1337 | 5.42  | 5.38  | 5.32  |
| BELGIUM     | 8.00%  | 06/01    | 101.8000 | +0.1300 | 8.08  | 8.05  | 8.12  |
| CANADA      | 8.50%  | 04/02    | 104.2500 | +0.1520 | 7.98  | 8.05  | 8.09  |
| DENMARK     | 8.00%  | 11/03    | 102.6220 | +0.1400 | 8.02  | 8.00  | 8.07  |
| FRANCE      | 8.50%  | 11/05    | 104.2500 | +0.1420 | 8.11  | 8.08  | 8.14  |
| ITALY       | 8.25%  | 03/01    | 101.8000 | +0.0700 | 8.74  | 8.64  | 8.68  |
| JAPAN       | 4.80%  | 08/09    | 97.3700  | +0.0300 | 5.57  | 5.51  | 5.54  |
| NETHERLANDS | 8.50%  | 03/01    | 100.9000 | +0.1340 | 8.41  | 8.38  | 8.38  |
| SPAIN       | 11.00% | 07/08    | 101.8000 | +0.1320 | 11.51 | 11.42 | 11.49 |
| UK GILTS    | 10.00% | 11/05    | 101.04   | +0.0250 | 9.90  | 9.87  | 9.87  |
|             | 10.00% | 02/01    | 100.00   | +0.0000 | 9.22  | 9.25  | 9.26  |
| US TREASURY | 7.25%  | 11/01    | 105.13   | +0.0200 | 7.54  | 7.57  | 7.58  |
|             | 8.00%  | 12/01    | 107.08   | +0.0200 | 7.38  | 7.41  | 7.41  |

London closing: \*Yesterdays New York morning session. Yields: Local market statistics. Prices: US, UK in 32nds, others in decimal.

Technicals: Data/ATLAS Price Survey

coming from the food and energy components, the core rate actually rose 0.2 per cent last month.

The overall inflation picture, however, looks positive for the long end, which is traditionally most sensitive to the threat of inflation. News of a 22,000 jump in weekly unemployment insurance claims bolstered sentiment further, and suggested that today's important employment report for December will be positive for the Treasury market.

■ JAPANESE government bond prices slipped on opening due to the weaker yen, but rebounded later to close slightly higher on the day.

The yield on the benchmark No 123 opened at 5.32 per cent and moved in the range of 5.375 to 5.325 per cent before

closing in Tokyo at 5.29 per cent.

At the Finance Ministry's auction of 3.5 per cent 10-year bonds, the average acceptance bid was 100.77, yielding 5.38 per cent, while the lowest accepted price was 108.45, yielding 5.389 per cent.

Both the average bid and lowest accepted bid were regarded as considerably high by traders. Total bids were 12,270,000, giving a bid-to-cover ratio of 3.62 to 1.00.

The Finance Ministry and Y472.65bn, or about 80 per cent of the Y800bn new issue, at auction yesterday will offer the remainder through the underwriters syndicate. The 5.5 per cent coupon is 50 basis points lower than the coupon on the bonds issued in December.

## NS Power sale expected to raise C\$400m

**T**HE CANADIAN province of Nova Scotia expects to raise C\$400m by privatising Nova Scotia Power Corporation, the provincial power utility, writes Bernard Simon in Toronto.

The government said yesterday it planned to offer shares in NS Power by the end of June. No single shareholder would be allowed to own more than 10 per cent of the shares, and foreign investors as a group would be limited to 2.5 per cent stake.

NS Power earned C\$36m net income in the last fiscal year from revenues of C\$636m.

## Dual trading demand at CME

By Barbara Durr in Chicago

**T**HE CHICAGO Mercantile Exchange is being asked by its membership to restore the controversial practice of dual trading.

Dual trading, which was restricted by the CME last May, is when brokers can trade for their own as well as for customers' accounts. It is widely considered by regulators and the US Congress to make fraud easier in the commodities markets. Legislation pending in Congress would curb dual trading in US futures markets.

The CME, the first exchange to curb the practice, is under

pressure to reconsider its policy after several hundred floor brokers and traders signed letters in recent weeks demanding its return. The CME's board of governors was to hold a meeting on the issue late yesterday with the exchange's full membership.

Members were expected to express their desire to overturn the restrictions on dual trading.

These currently ban the practice for futures in which a daily average volume of 10,000 contracts has been achieved for six months. Consequently, two-thirds of all trades at the

exchange, including its stock index, currency and Eurodollar futures, are covered by the ban.

CME brokers and traders complain that market liquidity has been negatively affected and that customers were suffering from poorer prices for their orders. Profits for the brokers and their customers were reportedly down.

A decision on the policy could come at the next CME board meeting on January 22. If the board does not act, it could face a petition for a referendum on the rule change from the floor.

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## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

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## EQUITY GROUPS &amp; SUB-SECTIONS

Figures in parentheses show number of stocks per section

| Index No.                 | Day's Change % | Ex-Earnings Yield % (Max.) | Days Div. Yield % | PE Ratio (Rel.) | Adj. to date | Index No. | Index No. | Index No. | Index No. |
|---------------------------|----------------|----------------------------|-------------------|-----------------|--------------|-----------|-----------|-----------|-----------|
| 1 CAPITAL GROUPS (178)    | 749.16         | +0.6                       | 9.08              | 47.40           | 14.08        | 0.00      | 744.85    | 750.08    | 747.91    |
| 2 Building Materials (23) | 886.12         | +0.3                       | 7.85              | 17.24           | 0.00         | 863.42    | 871.73    | 902.82    | 950.77    |

## UK COMPANY NEWS

## Missing Maxwell funds include Scitex proceeds

By Robert Poston and Raymond Snoddy

INVESTIGATORS have disclosed that £100m of the funds missing from the Maxwell pension funds are the proceeds from the sale of a 15 per cent holding in Scitex, the listed manufacturer of electronic typesetting equipment.

"The shares were sold in October. However, the proceeds were taken by Robert Maxwell Group, one of the big Maxwell private companies, according to confidential documents prepared by Coopers & Lybrand Deloitte, the accountancy firm which carried out the first investigation of the collapse of the Maxwell empire.

The disclosure that the pension funds had owned the Scitex shares is a surprise.

Mr Maxwell always implied that he had made the investment with his own money and was held in Israel for having made substantial investments

the year to April 5 1990.

The disclosure that Mr Maxwell was using pensioners' assets to make his Israeli investments — and not his own money — may affect Mr Maxwell Group in 1992 and the clear implication was that Robert Maxwell Group was also the seller.

The press release refers to the disposal of a 19 per cent stake in Scitex. Arthur Andersen, the accountants acting as administrators to the Maxwell private companies, said yesterday that 70 per cent and 80 per cent of those had been owned by the common investment fund and not by Robert Maxwell Group.

Mr Maxwell had secretly sold the shares to the pension funds in June 1990. But pensioners never learned of the deal, because the most recent annual reports they received covered the funds' activities in

## MCC pension confusion persists

THE MAXWELL Communication Corporation pension fund is in such a mess that no sensible estimates are yet available on its financial status. It is not even clear precisely who is covered by the fund, although the total is believed to be about 4,500 people, writes Raymond Snoddy.

The confusion has been increased by the number of bulk transfers of pensioners from one fund to another as the late Mr Robert Maxwell bought and sold companies within MCC and reorganized its structure.

The Law Debenture Trust Corporation, the investment fund company called in to

MCC on December 10 to sort out the debris, is now trying to find out what should have been in the pension fund. Auditors are due to report by the end of next month. Work is also being carried out on what the future liabilities of the fund are expected to be and the activities of Bishopsgate Investment Management, the company in the Maxwell private empire which managed most of the fund's assets.

It may be several months before a clear picture emerges of the present state of the fund. All the Law Debenture Trust could say yesterday was: "We are determined to see the scheme is put back into funds."

Ordinary MCC pensioners will continue to receive their pensions but a range of restrictions have been imposed on the scheme for the time being.

No new applicants are accepted into the fund and there is a moratorium on bulk transfers in or out of the scheme.

Members retiring now are unable to take part of their pension as a tax-free lump sum because this would amount to a preferential call on what could turn out to be limited resources.

MCC was Mr Maxwell's main quoted vehicle with debts almost certainly greatly exceeding assets.

## Bowater makes \$50m US disposal

By John Thornhill

Bowater, the packaging, printing and industrial films group, is to sell Interchecks, its US cheque printing business, for \$50m (£37.4m) cash, which will be used to reduce borrowings.

Interchecks, based in Seattle, with a presence mainly on the west coast of the US, is being sold by John H. Harlan.

In 1991 Interchecks made operating profits of \$1.9m on sales of about \$72m. Its net asset value at the end of 1991 was about \$24m.

## Clarke Foods £7m rights

By Peggy Hollinger

CLARKE FOODS, the investment company turned ice cream manufacturer headed by US businessman Mr Henry Clarke, will today announce a rights issue to raise some £7m to help pay for the acquisition of Lyons Maid from Allied Lyons, the food and brewing group.

The purchase of Lyons Maid — believed to be for some \$12m — will propel Clarke into Britain's number two ice cream manufacturing slot, after Unilever. Clarke will also pay for Lyons with cash and a

£3m term loan.

The cash call is expected to be pitched at a price modestly above the share's suspension price of 54p. The group said that trading in its US-listed shares — which have been suspended pending completion of the Lyons deal — would be resumed today.

Clarke also announced pre-tax profits for the year to October 31 25 per cent ahead to £1.13m on sales of £11.2m. Earnings rose from 4.7p to 5.7p and the final dividend is 1.5p (1.25p), for a total of 2.25p (2p).

## S&P downgrades Ratners

Standard & Poor's, the US credit agency, yesterday fulfilled its threat by downgrading Ratners' Group's £250m (£157m) Auction Market Preferred Stock (Ampe) as soon as the stock market, anxiously awaiting the jeweller company's trading statement due out today at 2pm, writes John Thornhill.

The agency has cut the rating on Ratners' A-share from BBB to B and is keeping the

## DIVIDENDS ANNOUNCED

|                | Current payment | Date of payment | Corres - pending for year | Total for year | Total last year |
|----------------|-----------------|-----------------|---------------------------|----------------|-----------------|
| Clarke Foods   | fin 1.5         | Mar 9           | 1.25                      | 2.25           | 2               |
| Dewhurst       | fin 1.2         | Apr 1           | 1.1                       | 1.8            | 1.7             |
| Druck          | int 3.4         | Feb 17          | 2.8                       | —              | 6.0             |
| Stroud         | int 3           | Apr 8           | 5                         | —              | 8               |
| Securicor      | fin 1.72        | Apr 3           | 1.507                     | 2.336          | 2.128           |
| Security Servs | fin 3.197       | Apr 3           | 2.789                     | 4.483          | 4.05            |
| Symonds Eng    | int 0.5         | Feb 28          | 0.3                       | —              | 1               |
| Torax Hire     | fin 0.42        | Apr 9           | 0.8                       | 0.4            | 1.6             |
| Treat          | fin 2.4         | Apr 16          | 2.25                      | 3.4            | 3.25            |

Dividends shown per share net except where otherwise stated. SUSD stock. \*Scrip option.

## Jones Stroud sees better second half

JONES STRoud (Holdings) reported an 8 per cent fall in interim pre-tax profits. However, this maker of accessories and materials for the textile and electrical industries said there had been some improvement in trading and expected full year profits to be ahead of last year's £4.8m.

In the six months to September 30 profits were £2.49m (£2.7m) on turnover of £31.8m (£30.1m). Most of the fall was the result of a turnaround from interest received of £2.00m to a charge of £1.04m.

## MAKS Funding No. 1 PLC

Ossory Estates has sold the South Wirral Retail Park in Bromborough, Cheshire, to Boots for £10.5m, a net yield of 8.5 per cent.

Gross rental income from the fully let park — from tenants such as Halfords, Dixons, Do-It-All and Texas Homecare, which have 25-year leases from 1990 — exceeds £1m per year.

Dewhurst improves in second half

The rate of profit decline at Dewhurst was arrested in the second half as profitability showed improvement in difficult trading conditions.

The group, which makes electrical control equipment, saw pre-tax profits fall 37 per cent, from £1.02m to £63,000, in the year to September 29.

Earnings per share came out at 9.19p (6.85p) and the interim dividend is maintained at 5p.

Symonds achieves measure of recovery

Symonds Engineering, the general and precision engineer, achieved a measure of recovery with pre-tax profits rising 49 per cent to £124,000 in the six months to end-September.

Improved margins were reflected in the advance; turnover was down from £2.92m to £2.87m but trading profits rose from £100,000 to £161,000. Interest charges virtually doubled to £8.6m to check the advance at pre-tax level.

Earnings per share worked through at 4.03p (5.99p). The proposed final dividend is 1.2p per cent to a total of 1.8p (1.7p).

TRPIT gets 60% of New England Props

TR Property Investment Trust has declared its offer for New England Properties unconditional.

TRPIT said that by 8pm on Wednesday it had received acceptances in respect of 60m New England shares, representing about 58.8 per cent of the issued share capital.

These acceptances, 55.3m shares, representing about 55.1 per cent, were in respect of the additional cash election and the balance of 2.57m (2.55 per cent) were for the basic terms of the offer.

Treatt shares rise on 14.5% improvement

A record year for its principle subsidiary helped Treatt, the US-listed supplier of essential oils and aromatic chemicals, show a 14.5 per cent increase in pre-tax profits from £1.03m to £1.18m for the year to end-September.

Shares in the Bury St Edmunds-based company increased 11p to close at 96p.

Mr Geoffrey Bovill, chairman, said that RC Treatt had profits of £1.4m with increased net margins of 12.9 per cent, against 11.5 per cent, helped by sales of its new Natural Specie products.

There was a loss of £221,000

## Isosceles at £17m and outlines strategy

By Michiyo Nakamoto

ISOSCELES, the highly-gear management buy-out vehicle for the Gateway food stores, outlined a three-pronged retailing strategy aimed at moving the group towards refloating, as it lifted pre-tax profits for the half year ended November 9 to £17m against £700,000.

Mr Maxwell also used pension fund money to acquire a stake in Teva, an Israeli pharmaceutical company. These Teva shares, worth £44m, sum total transferred out of the seller.

Mr Maxwell also used pension fund money to acquire a stake in Teva, an Israeli pharmaceutical company. These Teva shares, worth £44m, sum total transferred out of the seller.

Coopers' report says the shares were pledged as security against the Maxwell private company's loans from National Westminster, the UK clearing bank, Lehman Brothers, the US investment bank, and Credit Suisse, the Swiss Bank. The pension funds are trying to reclaim the Teva shares and may resort to legal action.

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## COMMODITIES AND AGRICULTURE

# Canadian Wheat Board makes record C\$740m loss

By Bernard Simon in Toronto

THE CANADIAN Wheat Board has blamed the US-EC subsidy war and bumper crops for a record C\$740m loss on grain sales in the 1990-91 crop year.

Last year's loss, which is only the third since the board became the sole marketer of prairie wheat in 1943, will be financed by the federal government. This subsidy will bring total government payments to Canadian farmers to about C\$5.5bn this year, with the bulk directed at hard-pressed grain producers.

The board, which accounts for about 20 per cent of world wheat exports, said it had made every effort to concentrate sales on the few remaining "commercial" markets not

targeted by US and EC subsidies. But only an estimated 21 per cent of world wheat trade was not directly influenced by export subsidies last year. In any case, the board noted that "as subsidies increase, competition for the remaining non-subsidised markets becomes more intense".

It said that US exports for milling wheat under the Export Enhancement Program were as high as US\$6.5bn a tonne last year. EC export subsidies reached a peak of US\$1.5bn a tonne.

The wheat pool ended the year with a deficit of C\$873.4m, compared with a C\$20.2m surplus the previous year. The board fixed initial payments to

producers before the start of the season at C\$135 a tonne, but selling prices fell short by an average of C\$30.34 a tonne.

For durum, the shortfall was C\$9.5m, or C\$20.36 a tonne.

This is the first time that the durum pool account has been in the red. The barley account suffered a C\$1m loss, although the board reported a C\$27m profit on malting barley sales.

This season's initial payment to wheat producers is C\$96 a tonne. In an effort to match producers' prices more closely with volatile market conditions, the board now announces its prices just days before the season starts each August. The 1990-91 prices were announced in May 1990.

The companies, supported by the Canadian and British Columbian governments, hope that their efforts will forestall protests and boycotts such as those that crippled the Canadian industry in the 1980s.

Mr Howard Hart, president of the Canadian Pulp and Paper Association (CPPA) in Montreal, said yesterday that "we recognise the potential for regulations and public attitudes to become significant trade barriers".

Mr Alan Sinclair, vice-president of British Columbia's Council of Forest Industries, said that producers were receiving "occasional questions" from customers who "want reassurance that forests are being well managed for the long run".

The counter-measures range from visits by customers, journalists and parliamentarians to forests and mills in Canada, to a series of publications putting the forestry companies' case.

Mr Brigitte Bardot-type

critics of the industry have been depicted.

In addition Canada was embarking on an international information campaign to alert the public to the overfishing problem and emphasise the importance of sustainable development.

"It's not going to be easy," he admitted. "Cod aren't exactly cuddly creatures like seals. You can't show the public some Brigitte Bardot-type figures cuddling cod to her bosom".

Spanish and Portuguese representatives would be invited to Canada to see the problems for themselves, he said.

Despite his avowed intention to win hearts and minds to the Canadian viewpoint, Mr Crosbie was scathing about his Spanish and Portuguese counterparts. "The Spanish and Portuguese fisheries ministers make magnificent speeches. I can enthusiastically support everything they say, but it's not carried out in practice. It's all hypocrisy."

Canada also maintains that although EC quotas came down, catch did not. It was therefore seeking a firm commitment by the EC to observe all the Nato quotas, backed by an effective international system of surveillance and control beyond the 200-mile limit. Mr Crosbie said. Such a system would also help tackle overfishing by non-Nato vessels, which often operate under

flags of convenience, and the misreporting of catches.

In the past the EC has challenged the Nato quotas on scientific grounds, questioning the degree to which stocks have been depleted.

Canada has been at loggerheads over fishing with the EC, particularly Spain and Portugal, since the late 1980s. In 1990 the EC agreed to accept quotas set by the Northwest Atlantic Fisheries Organisation, of which both the EC and Canada are members, for eight of the key species in the area beyond the 200-mile limit. However, the EC refused to accept the Nato moratorium on northern cod, a mainstay of the fishing industry in Canada's maritime Affairs in London today.

Canada would be intensifying its efforts to win European Community backing on the overfishing issue this year, Mr Crosbie said this week. But if that failed, Canada might be forced to extend unilaterally its 200-mile fishing zone, introduced in 1977.

"Ultimately unilateral action is a possibility, although we would not adopt it without being pressed into it. But we are not going to sit by and see the stocks plundered," he said.

Canada is also seeking changes in the United Nations' Convention on the Law of the Sea, adopted in 1982, to take account of the problem of "straddling stocks". Canada claims it is unique in the extent to which important fish stocks straddle its 200-mile limit, due to the configuration of the continental shelf, leaving the domestic fishing industry prey to the depredations of

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## LONDON STOCK EXCHANGE

## Footsie challenges 2,500 mark again

By Terry Byland, UK Stock Market Editor

A STRONG performance from the US dollar in the wake of the US and Japanese initiative on economic strategy drove the stock market ahead yesterday. London advanced slowly at first, but the second half of the session saw the Footsie briefly regain the 2,500 mark as stock markets across Europe responded to firmerness in the US currency and equities.

At the close, the FT-SE Index was up 30.8p at 2,497.9, on increased trading volume described as "solid" and two-way, rather than dramatic. The day's Ses total jumped to 715.8m shares, significantly higher than Wednesday's 197.6m, although still behind the 816.8m share seen on December 14.

Stock Exchange statistics showed that retail, or customer

Account Dealing Dates  
When Dealing  
Dec 30 Jan 13 Jan 27  
Option Expiration  
Jan 3 Jan 23 Feb 5  
Last Dealings  
Jan 10 Jan 24 Feb 7  
Account Day  
Jan 20 Feb 3 Feb 17

Traders again stressed that the gain in the London market was directly based on Wall Street, where the Dow Industrial Average challenged its intra-day peak to show a gain of 12 points in UK hours.

International blue chips, with dollar-based sales, moved smartly higher as the US currency broke through a significant resistance level against the D-Mark. Although sterling remained at hazard, worried over domestic base rates slackened as London money market rates eased.

The Footsie benefited from renewed demand for selected stocks in the pharmaceutical sector, which, after underperforming last year, has been widely recommended as an attractive sector for the 1990s. The shares are regarded as a safe haven

against the domestic recession as well as well placed to benefit from economic recovery in whichever national sector it first shows itself.

The Glaxo share price broke through to a new high as both US and European investors continued to seek stock, and both SmithKline Beecham and Wellcome attracted international buyers.

There was a significant recovery in some oil stocks as several of the UK brokers who have been sellers decided that the falls in share prices had gone far enough to offer bargain-hunting opportunities. Banks also continued to edge back into favour after their period in the market's sell-off.

But gains in the building and retail stocks, which have

been under renewed pressure from interest rate worries, were modest. There were a number of large share deals in some of the non-Footsie stocks, which boosted share volume without involving significant amounts of institutional money.

Some equity strategists continued to take a cautious view of the outlook for the UK market. Mr Nicholas Knight, the bearish strategist at Nomura Research Institute Europe, warned yesterday that the intra-day Footsie of 2,540.1 reached on Monday could prove to be the high point for 1992.

However, analysts at Smith New Court, the London securities house, believe that a year-end target of 2,500 at the

foot of the March contract is not unreasonable.

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## Rainy linked to Lovell

reports that the company was close to a deal to cut damages it was due to pay to US concern Potters. Suggestions were that damages would be only around \$37m, compared with the \$96m formerly threatened, and the shares picked up by around 5 per cent.

However, no announcement appeared on the Stock Exchange information service and the company said it had not released any statement on the matter and would not comment further.

Later, the Stock Exchange and Kleinwort Benson, Smith's broker, announced an inquiry into the leak. The shares rose sharply to close 10.7p off at 1,024p, with the market concerned at the prospect of Rainy bidding for Lovell.

Turnover in Lovell, as reported by Ses, was 846,000 shares but the trading screens showed a series of delayed trades, each quoted at 10.2p, which were expected to be recorded on the Stock overnight.

It was thought these trades which were thought to contain a number of big deals.

Earlier in the session there had been rumours that Taylor Woodrow, the construction group, which acquired a near 5 per cent stake in Lovell in a share raid carried out last June, was about to launch a full takeover bid for Lovell.

Lovell shares plummeted last year after the group, crippled by deteriorating conditions in the UK and US building and property markets, warned of heavy losses, that it would pass its final dividend and that it would breach its banking covenants.

## US buyers of Glaxo

The price of Glaxo continued to rise yesterday, against the expectations of a number of UK analysts, and reached another all-time high. US buyers reversed early weakness in the shares, finally adding a further 12p to the company's market value.

The stock was off 12 in early trading, discouraged by speculation, later denied, that Barclay's de Zoete Wedd had recommended a switch into SmithKline Beecham. There was also some talk of a Cazenove downgrade.

Then, the US buyers moved in during the afternoon and sent the shares rocketing through their chart barrier. They jumped 4.2p to 23p, or 18p on balance to close at 22p.

Pharmaceuticals group Smith & Nephew attracted attention throughout the day as confusion reigned over a possible legal settlement in the US.

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The stock was off 12 in early trading, discouraged by speculation, later denied, that Barclay's de Zoete Wedd had recommended a switch into SmithKline Beecham. There was also some talk of a Cazenove downgrade.

Then, the US buyers moved in during the afternoon and sent the shares rocketing through their chart barrier. They jumped 4.2p to 23p, or 18p on balance to close at 22p.

Pharmaceuticals group Smith & Nephew attracted attention throughout the day as confusion reigned over a possible legal settlement in the US.

Traders reacted to unverified

news that the company was due to pay to US concern Potters. Suggestions were that damages would be only around \$37m, compared with the \$96m formerly threatened, and the shares picked up by around 5 per cent.

However, no announcement appeared on the Stock Exchange information service and the company said it had not released any statement on the matter and would not comment further.

Later, the Stock Exchange and Kleinwort Benson, Smith's broker, announced an inquiry into the leak. The shares rose sharply to close 10.7p off at 1,024p, with the market concerned at the prospect of Rainy bidding for Lovell.

Turnover in Lovell, as reported by Ses, was 846,000 shares but the trading screens showed a series of delayed trades, each quoted at 10.2p, which were expected to be recorded on the Stock overnight.

It was thought these trades which were thought to contain a number of big deals.

Earlier in the session there had been rumours that Taylor Woodrow, the construction group, which acquired a near 5 per cent stake in Lovell in a share raid carried out last June, was about to launch a full takeover bid for Lovell.

Lovell shares plummeted last year after the group, crippled by deteriorating conditions in the UK and US building and property markets, warned of heavy losses, that it would pass its final dividend and that it would breach its banking covenants.

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27





## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

*3:00 pm prices January 9*

Continued on next page





## RECRUITMENT

**JOBs:** How the best laid plans of top management are bedevilled by political forces

The Jobs column could have anything it wished for its 10th birthday. Today, the choice would be the lack to run across as many realistic books about management as it did last year. In all, there were two of them.

Mind you, neither was exactly hot off the presses. Indeed, the first which I wrote about 17 weeks back was published as long ago as 1988, being called 'The Boss in Motion' but 'The Managers' in the United States. It pointed out that management is not so much an economic exercise as a political one, in which the power-wielders' own ambitions may well clash with the best interests of the organisations they rule over.

The second book, which 'takes the same theme further, is at least good enough for 1991 to have seen its first appearance in paperback. The work of Sweden's Professor Nils Brunsson, it is entitled 'The Organisation of Hypocrisy.'

The central message is that in his complex organisations at any rate, politicking is not only inevitable, but as resistant to cure as original sin. Hence management is a process best undertaken in a spirit of Christian hope, rather than in any expectation that it will ever

work very well here on earth.

What's more, Brunsson suggests that trying to make it do so by installing sophisticated systems devised by business schools, is apt merely to compound the problem.

That book too has already been discussed here, 15 weeks ago. But on re-reading it since, I have twigged that several of its general truths can be distilled into a further addition to the *Laws of Organisational Stupidity* of which the Jobs column has for nine years been the self-appointed codifier.

The fact that the event occurred in a recession is important because it is only in such conditions that the new law - 'Brunsson's Turner' - applies. At buoyant times, the general managers at the top rarely need to *freeze* control. Availability of extra funds for expansion, albeit never as much as the subordinate department heads would like, is usually enough to persuade them and their staff to cooperate with their superiors' policies.

In the Swedish case, recession gave point to the pledge which got the authority's new top bosses elected. It was to cancel the outgoing council's plans for increases to taxes already among the highest in the land. The promise was not to reduce taxes, but only to hold them steady instead of upping them by

illustration of its workings is in connection with probably the most time-honoured of the aforesaid sophisticated systems: namely, budgeting. Although the particular exercise the professor cites took place in a Swedish local authority, I've little doubt that the budgeting rituals of big businesses are often prey to the same bedevilling forces.

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0.75 per cent, which was ordained as the minimum increase necessary by the authority's five-year plan.

The first idea of the tax-freezing bosses, whom the professor calls 'guardians', was to make uniform percentage cuts for the next fiscal year in the planned income of the departments providing the various services. It would be up to the departments' heads, called 'champions', to decide how the detailed savings were to be made.

But the champions objected that, as departments were not all the same, a uniform cut would affect them differently to the extent of preventing them from operating properly. So, since it was the guardians' duty to see the services worked, they should decide the specific cuts.

The blackmailing overtones of that claim were enough to lever the guardians into concurrence. They therefore began scrutinising the details of expenditure, relying for specialised advice on the fellow-guardians they had appointed to head the committees of officials running the services concerned. Whereupon there came into play

three of the bedevilling forces mentioned earlier, the first being epitomised by Alexander Pope's line: 'A little learning is a dangerous thing'.

As Nils Brunsson says: 'The different levels of knowledge as between guardians and champions is a typical aspect of budget processes. The guardians are all too likely to have just the amount of knowledge that makes savings difficult. If you know nothing about an operation, you can easily convince yourself there must be plenty of scope for saving and if you know a lot about it, you have a good chance of seeing concrete opportunities for saving, but if you just know a little bit, it is more difficult to see how savings can be made.'

The next bedevilling force lay in the fact that the committee heads, although appointed by the top management team of which they were members, still had personal ambitions. That made them loth to see the services they were heading reduced in importance. Hence they began to side less with their fellow-guardians than with the champions in their particular departments,

using such specialised knowledge as they'd been able to pick up accordingly.

The third force was that the officials running the various services, being aware that a chain is as strong as its weakest link, declined to help the top bosses to identify sensible economies not just in their own domains but in any of the other services. So the guardians, already weakened by a fifth column in their own ranks, were also faced by a united front.

The only savings proposed to them from below were of a sort involving them in a very risk of being wholly responsible for a breakdown. Moreover, the officials added a subtle touch by suggesting that if their superiors were reluctant to decide for themselves, they should take advice from the organisation's treasury department.

That brought into play a fourth force because the treasury officials, while operating independently of the champions in the spending departments, were not in favour of savings that would cut future income. Their interest was in garnering as much cash as feasible

for the corporate kitty - which is why the professor calls them the 'hoarders'.

Trapped in the concatenation of all four forces, the guardians were confronted by a dilemma. Their only way of doing the job they had been put in to do as a team - namely, to impose a standstill on expenditure - was by jeopardising their individual ambitions.

There are no prizes for guessing the outcome. The pledge to hold costs was abandoned, and taxes for the coming year were increased. But the rise was only 0.5 per cent, compared with the 0.75 envisaged by the previous regime. That enabled the guardians to take advantage of the general tendency to mistakable plans for reality, and represent the increase as an 0.25 per cent reduction. So they did not do too badly out of the exercise.

While the champions were also fairly satisfied with it, of course, the group who gained most from it were the hoarders. Nils Brunsson says that when the budgeted year was actually over, the financial accounts showed a surplus of more than £1m - enough not just to have held taxes steady as originally promised, but to have cut them by a full percentage point.

Michael Dixon



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The successful candidate will be involved in the specification of quality control techniques to evaluate the plausibility of data input, monitoring the daily processing of statistics and the integrity of data bases.

Candidates should have excellent qualifications in computer-based statistical methods and preferably also in economics. In-house facilities include mainframe, micro-computers and telecommunication links with client institutions and commercial data services.

In addition, candidates should have some previous experience with national or international statistics. A good knowledge of English is essential; knowledge of French and/or German would be an advantage.

The Bank offers attractive conditions of employment in an international atmosphere, excellent welfare benefits and the facilities of its own sports centre.

Applications, together with a recent photograph and references, should be sent to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting reference No. 92106.

**FIXED INTEREST MANAGER**

Providence Capitol is seeking a Fixed Interest Manager to join its team of Investment Professionals.

This is a new position, the purposes of which are

a) to develop and thereafter help to maintain a new Computer system which will provide an expanded analysis of our insurance company assets and liabilities, so as to enhance our ability to manage these assets effectively. Thereafter,

b) to assist in the management of the Group's Worldwide Bond Portfolios, totalling £450m, of which the insurance company assets are the major part.

Applicants for the position must have a strong technical ability, with particular emphasis on computer skills (preferably ORACLE). They must also have an avid interest in fixed interest portfolio management, with a personal record of achievement in that area.

The position will be located at our Head Office in Hook, Hampshire. A competitive package is on offer for the right person. If you wish to apply, please write (enclosing a full C.V.) to:

John Gordon, Investment Director  
Providence Capitol Portfolio Managers Limited  
Providence House, 2 Bartley Way, Hook,  
Basingstoke, Hampshire RG27 9XA

c.£75,000 + Banking  
Benefits + Options

Major UK Merchant Bank

City

## Compliance Director

Senior appointment for an experienced compliance specialist to bring a new philosophy and fresh impetus to this key function. The Board wishes to improve the effectiveness of compliance across the Group, bringing it closer to the business, and enhancing its strategic significance. The position reports to the Chief Executive.

## THE ROLE

Responsible for Compliance through direct reports across the full range of the Group's activities in merchant banking, investment management, private client services and retail financial services.

Build key relationships with the heads of divisions actively gaining a knowledge of the dimensions of the business and promoting the role of compliance.

Maintain regular contact with the Chief Executive and Secretariat anticipating potential problem areas and their repercussions on the bank's strategy.

London 071-973 0889  
Manchester 061-941 3818

Selector Europe

A Spencer-Stuart Company

Please reply, enclosing full details to:  
Selector Europe, Ref P27/012,  
16 Connaught Place,  
London, W1 2ED  
071-973 0889

## Marketing Assistant

Career opportunity with premier international bank for young but experienced Economics graduate

Attractive salary + banking benefits

If you have already supplemented your degree with a couple of years' experience in Equity Research or Credit Analysis, either in the City or with a management consultancy, you should now be looking for your next career step. The ideal way to build on such a background is to join a major international bank with a reputation for making the most of young talent—and for allowing young talent to make the most of the experience it offers.

UBS Phillips & Drew, part of the AAA rated Union Bank of Switzerland, certainly has such a reputation. This opportunity, the first step on the Bank's marketing career ladder, involves working with senior professionals to research and write for the Fixed Income Group for major government and corporate issuers. An understanding of financial markets, combined with genuine nascent marketing flair, will be necessary to ensure that all presentation material meets the high standards to which the group operates. The job involves working with many different departments in the UBS group, and this will put a premium on inter-personal skills.

Ideal candidates will be Economics or Accounting graduates in their early twenties, who have already demonstrated their intellect by achieving at least a 2:1; a knowledge of standard computer software would be an advantage, as would a facility with languages, ideally French; above all, however, the ability to express yourself clearly and concisely, both orally and in writing, will be critical.

Please send full career details to:  
Barbara Turner, Personnel Manager,  
UBS Phillips & Drew  
100 Liverpool Street  
London EC2M 2RH.



FINANCIAL TIMES/LES ECHOS

European M & A  
Manager/Associate Director

Excellent Salary + Bonus + Banking Benefits

This is an outstanding opportunity for talented young professionals to join a leading British merchant bank, creating a small team to develop cross-border M&A activity throughout western Europe.

## THE COMPANY

◆ Merchant Banking arm of strong UK banking group.  
◆ London head office forms hub of pan-European Corporate Finance/M&A capability.  
◆ Focus on first class advisory services for small and medium sized corporates in the UK and on the Continent.

## THE POSITIONS

◆ Each member of team responsible for own region: France/Germany/Italy/Spain/Benelux/Scandinavia.  
◆ Fully responsible for identifying, marketing and transacting deals, using own contacts and bank's network.



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City of London

SENIOR FINANCIAL  
RECRUITMENT CONSULTANT  
Middle East Region

Our client is one of the City's leading financial recruitment consultancies, with a growing international presence.

They wish to appoint a Senior Recruitment Consultant to assist in developing their expanding Middle East business.

Applicants should have at least 10 years international banking experience, with exposure to a wide range of banking disciplines. Previous experience in the Middle East will be preferred.

In addition to a good basic salary, a generous bonus scheme and other fringe benefits are offered.

Please write in strictest confidence, enclosing a cv, to:  
Jeremy Sharp, ABGH Advertising and Recruitment Services Limited,  
53 Brompton Road, Knightsbridge, London SW1 2DP.

**ABGH** Executive  
Recruitment

1992—  
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Changing your career  
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Now is the time to make the  
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Tel: 0171 374 6116 or write  
to: The Canadian Imperial Bank of  
Commerce, 100 Brompton Road, London SW1 2DP.

COMMISSION - SHARING  
Small highly professional and friendly  
Stockbrokers, specialising in the active  
trading of equities, options and  
discretionary private client funds seek  
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experience of dealing in equities and  
the development and expansion of the  
firm. Own telephone - 32-33 and 34-35  
Please apply to: White Box A1728, Financial Times, One  
Southwark Bridge, London SE1 9HL.

Medium sized well established  
Midlands based Money Marketing  
Company  
Active in international markets invites  
applications for the post of Chief  
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It is not anticipated this being a full time  
position for the right applicant.

Please apply to: Box A1725,  
Financial Times, One Southwark Bridge,  
London SE1 9HL.

APPOINTMENTS  
WANTED

Male 22  
Seeks suitable employment  
Exp. in International Banking,  
investments, import/export  
with emphasis on South Africa.  
Hardworking & enthusiastic.

Excellent presentation  
communication skills. W.P.C.  
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Times, One Southwark Bridge,  
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FOREIGN  
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Senior Dealer, 20 years  
experience with small size names.  
Proven track record. Seeks now  
challenge Immediate start!

Please write to Box A1723,  
Financial Times, One Southwark Bridge,  
London SE1 9HL.



The Radio Free Europe/Radio Liberty Research Institute,  
located in Munich, is looking for a

Senior Media & Opinion  
Research Analyst

for its Media & Opinion Research Department.

Candidates should have an advanced degree and be specialists in issues concerning public opinion in Eastern Europe and the Soviet Union. Experience in public opinion analysis with special attention given to the study of opinion structures, socio-cultural change, value studies, and a good understanding of multi-variate statistical methods is essential, as is native-level fluency in English and the ability to write cogently. Knowledge of one or more of the area languages is desirable, but not required. Computer literacy and the ability to type are expected. We offer an excellent salary / benefits package, often including company-paid housing.

Prospective candidates should apply by submitting a detailed resume - including salary history - to:

RFE/RL, Inc. Staffing & Training (RIMO)  
Oettingenstr. 67, D-8000 München 22  
Germany

## Compliance Manager

## Major UK Fund Manager

c.£38,000 &amp; Profit Share + Benefits

Key senior appointment in established Group Secretariat of a significant UK Financial Services Group. Opportunity to influence strategy and operations with full responsibility for the development of best compliance procedures.

## THE COMPANY

◆ Market leading UK based investment management group  
◆ Well defined corporate philosophy, performance driven culture and strong management team.  
◆ High calibre Group Secretariat. Well established and committed to maintaining high professional standards.

## THE POSITION

◆ Central consultative role providing guidance and interpretation on IMRO, LAUTRO and SIB rules.  
◆ Research and develop effective internal procedures and monitoring programmes.

◆ Train personnel at all levels in compliance.

## QUALIFICATIONS

◆ Qualified Accountant or Lawyer, aged 28-35, with extensive knowledge of FSA requirements.  
◆ Experience in compliance in either financial services or the Professions.  
◆ Ambitious, determined individual combining strong technical and interpersonal skills with commercial awareness.

Please reply in writing, enclosing full cv,  
Reference K5222  
54 Jermyn Street, London, SW1Y 6LX

City

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## INTERNATIONAL EQUITY DEALER

The opportunity to transact equity purchases  
and sales with a leading global fund manager

The company is part of a world leading international financial services group and is responsible for global management of investments, primarily in equities. Portfolios typically consist of equities from up to fifteen countries, chiefly the larger economies in the Far East, Europe and North America. You would be one of two dealers responsible for deciding method and timing of transactions as well as selection of trading counterpart. You would also liaise closely with fund managers to provide commentary on market tone and direction.

To be a candidate you must have experience of dealing in equities. Our strong preference is that this experience be gained in investment management or in a bank. Preference will also be given to candidates with experience of dealing in overseas equities, ideally European. The company offers a fully competitive remuneration package. To apply please write with full cv to John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Fax 071-222 3445 or telephone 071-222 7733.

**John Sears and Associates**

Executive Search & Selection in Investment Management

A MEMBER OF THE SMCL GROUP

International Asset Management Co.

Offshore Mutual  
Funds Development

c.£30,000 + Car

The City

Our Client, one of the major Fund Management companies, has some £15m under management. They have a reputation for professionalism and for providing a unique working environment. They have a considerable portfolio of Offshore Mutual Funds and regard this as a key development area.

They now seek an additional executive in this area to work with the Director on all aspects of development and administration. The duties will include helping to establish new funds, monitoring all aspects of a range of existing funds, and helping with the administration of this small department's other functions.

The job will appeal to a person who

Please write, enclosing your CV, to  
Keith Fisher at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD.  
Tel: 071-248 0355.

INTERNATIONAL SEARCH AND SELECTION

Head of  
Compliance

An excellent career opportunity has arisen with Canadian Imperial Bank of Commerce (CIBC) as Head of Compliance for the CIBC group of companies operating in London, Frankfurt, Paris, Geneva, Milan and Guernsey. The CIBC Group is one of the largest North American Banks and operates in many of the world's major financial centres across a range of activities. The major activities in Europe include Treasury Products, Investment and Corporate Banking. Through our subsidiary Wood Gundy Inc. we are active in the Fixed Income, Equity and Swap markets.

Candidates should have approximately three years experience as a Compliance Officer with professional qualifications in accounting or the legal profession and a thorough knowledge of SFA regulations. While the position has a supervisory element the successful candidate will be expected to be involved in operations, settlement procedures and product development. A proactive, hands-on approach combined with strong interpersonal skills and an assertive personality are essential. A knowledge of French or other European languages would also be advantageous.

A salary package, reflecting the seniority of this position, with all usual banking benefits, including a subsidised mortgage and company car will be offered.

Please write, including details of your current package, to Susan Humphreys, Personnel Department, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL.



Canadian Imperial  
Bank of Commerce

# MARKETING MANAGER

A new and important position  
for a specialist with expertise in off-shore financial markets

Douglas, Isle of Man

Allied Dunbar International, part of the highly successful Allied Dunbar Group, provides off-shore private banking and investment services to the expatriate market, and manages a range of international investment funds currently totalling £100 million.

We're now seeking an experienced financial marketing professional to help expand the business by devising and executing the Company's marketing strategy.

This is a highly challenging position needing a proven track record of success in marketing to the off-shore broker market. Your thorough knowledge of the market and its likely future developments will be complimented by a network of existing contacts.

You will need to be an excellent communicator and presenter, and a supremely effective influencer. You will maintain close working relations with Brokers, the Sales Force and the Marketing Department at Head Office in Swindon.

With an absolute minimum of 5 years' experience in the off-shore financial services industry, you will have a genuine

marketing flair, together with creative and innovative thinking on the design and production of literature and sales aids. The drive and initiative to make your ideas work is vitally important plus the ability to manage a small team effectively.

The position is located in Allied Dunbar International's new office in the centre of Douglas, Isle of Man, although there will be extensive opportunities for travel. Relocation assistance will of course be provided, together with a wide range of excellent benefits including a fully expensed car, free BUPA, non contributory pension scheme, free life assurance and 25 days' holiday.

If you have the expertise and commitment we are looking for, please send your CV to Lesley Pearson at Allied Dunbar, 9-15 Sackville Street, Piccadilly, London W1A 2JP. Alternatively, telephone her for more information on 071 434 3211.

We are an Equal Opportunities Group. Applications are welcome regardless of sex, marital status, ethnic origin or disability.



## EQUITY SALES - DUBLIN

Goodbody Stockbrokers, a member of AIB Group, is one of Ireland's leading stockbrokers.

We wish to recruit a person to head the growth and development of our business in non-Irish equities with institutional clients. The position will involve providing a service covering a range of international markets and participating in developing suitable research products.

Successful candidates will have several years' experience working on UK or European equities and will be accustomed to dealing in a research driven environment. They will also be highly motivated and versatile. The remuneration package will be competitive.

Please send full curriculum vitae stating current remuneration to:

Managing Director - Reference IEFT  
Goodbody Stockbrokers  
3-5, College Green,  
Dublin 2.

Goodbody Stockbrokers  
3-5 College Green, Dublin 2, Ireland.  
Tel: (010) 353 1 679 3888 Fax: (010) 353 1 679 3888

## THE OPPORTUNITY OF 1992 - CITY

### Equity/Bond Sales

We are looking for high quality sales people to join us in our exciting plans for 1992.

Successful candidates will have had experience on an equity or bond desk and have the ability to build their own teams within their chosen specialty.

Applicants are anticipated to be within the range of 25-35 years of age and should be looking for unique opportunities.

Please write in confidence together with full CV to:  
Box A1726, Financial Times, One Southwark Bridge, London SE1 9HL.

## AUSTRALIAN EQUITY SALES LEADING STOCKBROKERS

Requires Senior Institutional Salesperson to join its highly successful London team. Sound knowledge of the Australian and New Zealand economies and investment markets required. Minimum 3 years relevant experience and degree level education essential.

Please send CVs to Box No: A1727 Financial Times  
One Southwark Bridge, London SE1 9HL

## EXECUTIVE DIRECTOR CORPORATE FINANCE

A FAST GROWING MERCHANT BANK IN NIGERIA invites applications from candidates with extensive experience in corporate banking internationally. Experience in Africa is preferable but not essential. Applicants must have excellent university level academic background with a degree in Banking, Finance, Economics or related field. Your experience will have given exposure to Money & Capital Markets financing, Debt Securitization, Mergers & Acquisitions and Multinational Project Financing.

Our compensation package is competitive and negotiable.

Your detailed CV should reach Kaye Tessler & Co, 86 West Green Road, London N15 not later than January 20, 1992.

**YAMAICHI**

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries.

A key position has arisen in its expanding Corporate Finance department for a highly motivated Corporate Finance professional.

Reporting to the Head of the Southern European Desk, the position's primary responsibility will be to market a full range of corporate finance services, predominantly to Spanish and Portuguese clients.

Ideally, candidates will have fluent Spanish and the ability to use their extensive contacts in the public and corporate sectors in both Spain and Portugal. A proven track record in deal making, excellent communication and negotiation skills, together with commercial flair and dynamism gained in a leading financial institution are essential for success in this competitive and challenging environment.

Candidates should submit a detailed cv, in confidence, to: **Kath Lawrence, Head of Personnel, Yamaichi International (Europe) Ltd, 111-117 Finsbury Pavement, London, EC2A 1EQ**

Yamaichi International (Europe) Limited

Member of the Securities and Futures Authority and Member of the London Stock Exchange

## INVESTMENT BANKING MANAGING DIRECTOR

A boutique mergers and acquisitions firm, specializing in the media, communications and entertainment industries, is seeking a Managing Director for its London based affiliate.

This position requires an individual with significant experience in originating, structuring and closing transactions, specifically within the European media industry. The qualified candidate will have several years of experience in working with top European media firms. The qualified candidate should also have extensive knowledge of the U.K. banking community. The individual must have a working knowledge of American accounting principles, Securities Exchange Commission regulations and U.S. law as it pertains to mergers and acquisitions. Fluency in at least one additional language, preferably French, is a requirement. Substantial travel required.

Reply in confidence to: **Box A1719 Financial Times Number One Southwark Bridge, London, SE1 9HL**

## European Treasury Manager

A challenging new treasury appointment  
with a major PLC

c£38,000 equivalent

Our client is a dynamic UK PLC engaged in the international distribution and processing of fresh food. It has major and fast-growing operations in Continental Europe.

In order to develop closer treasury control and management of the Group's European businesses the new position of European Treasury Manager has been created, based at the regional headquarters in Antwerp. The key tasks of this function will be to analyse in depth the cash management and risk exposure characteristics of these businesses, and to develop and manage systems and techniques to achieve substantial cost savings. This will require close collaboration and detailed discussion with operating management and local banks. In addition there will be a certain amount of work requiring an overall Group perspective.

As the successful candidate you are likely

Belgium

to be in your late 20s or early 30s and a graduate Chartered Accountant with treasury-related experience in a comparable organisation. Practical treasury experience in Europe, and working knowledge of European languages would be useful. Analytical and inter-personal skills are essential, together with a creative approach and the ability to work effectively without detailed guidance and support.

An attractive salary will be supplemented by a full range of benefits and, where appropriate, relocation costs will be reimbursed. Career opportunities in the Group are excellent. If you wish to be considered for this appointment please write in confidence enclosing a CV and details of current remuneration to Douglas Austin Ref. 7211, MSL Group Limited, 32 Aybrook Street, London W1M 3JL Tel: 071-487 5000.

**MSL International**  
CONSULTANTS IN SEARCH AND SELECTION

## GROUP FINANCIAL DIRECTOR/ COMPANY SECRETARY

Surrey

£42,000 + Bonus + Benefits

With a £15m turnover our client is a publicly quoted engineering group which is involved in worldwide industrial and defence contracts.

The position of Group Financial Director and Company Secretary would suit an FCA or FCCA who is used to operating at main board level, has a proven track record in Financial and Management accounting and is fully conversant with all procedures relating to public companies.

Applicants should be at least 35 years old and able to demonstrate that they have sufficient experience and associated commercial skills ideally gained in medium sized engineering companies.

For further information please contact Accountancy Personnel, 2nd Floor, Pearl Assurance House, High Street, Woking, Surrey GU2 1YJ. Tel No: 0483 757774.

## Internal Audit Manager

A Senior Role with a Market Leader

Following a promotion, a vacancy exists for an Internal Audit professional for this substantial manufacturing company, the UK subsidiary of a major multinational. British Alcan Aluminium plc is engaged in the production and distribution of aluminium and chemicals products, operates on some 30 works locations throughout Great Britain and employs approximately 9000 people. Turnover in 1990 was over \$800 million.

The Internal Audit Manager will manage a team of audit specialists who are regularly assigned to operating centres throughout the country. Their duties are to ensure that units are conforming to agreed practices and procedures, to monitor performance against objectives and to assess the adequacy of internal controls.

The position reports to the Director of Finance and is based at the UK headquarters

near Gerrards Cross in Buckinghamshire. Regular travel, mainly within the UK, is required.

Candidates should be qualified Chartered or Certified Accountants with considerable internal audit experience, preferably gained in a large manufacturing company. They should also possess experience of managing and motivating professional staff, excellent interpersonal skills and the ability to communicate effectively with all levels.

An attractive and progressive salary will be offered and the usual large company benefits are available. A company car is provided.

Please write with full details, and quoting reference AB/294, to Tony Butcher, MSL Advertising, Recruitment Resources, 32 Aybrook Street, London W1M 3JL Tel: 071-487 5000.

**MSL Advertising**

**Stowe School  
Buckingham**

## Appointment of FINANCE DIRECTOR/ BURSAR

The Governors wish to appoint a Finance Director/Bursar to succeed the present Bursar who is retiring on 31 December 1992.

The person appointed should have proven administrative ability and substantial experience of financial management. He or she is likely to be aged over 40.

Full particulars of the appointment and a form of application may be obtained from the Secretary to the Governors, c/o The Allied Schools, 42 South Barr Street, Banbury, Oxon. OX16 9KL (Telephone 0295-256441). Closing date for applications: Wednesday, 5th February 1992.

## Financial Controller

Telford Up To £35,000 + Car + Bonus + Share Options

Our client is a market leader in the manufacture of materials for the FMCG sector. Entrepreneurial in style with a heavy emphasis on effective teamwork, the company wishes to appoint a Financial Controller to take a frontline role in a small management team responsible for the day-to-day control and direction of the company.

As the senior financial manager in Europe, you will be engaged in tasks ranging from effective management reporting to the analysis and evaluation of company performance and profitability.

Flexible and team orientated in outlook, you will have the necessary technical skills to make a significant input to the general management of the company.

If you are a qualified accountant with manufacturing industry experience gained in a small to medium sized organisation, we would like to hear from you. An ability to speak German or French would be advantageous, though not essential.

Please write, with full career and salary details, quoting reference B/357/81, to Steven French. Previous applicants need not apply.

**KPMG Executive Selection**

KPMG Peat Marwick, Peat House, 2 Cornwall Street, Birmingham B3 2DL.

**Accountancy Personnel**

**Hays**

## ACCOUNTANCY COLUMN

## Turning over a new leaf to reveal vital statistics

By Andrew Jack

It is still not too late for a final New Year resolution. As the festive excesses from the first accountancy census of 1991 offer a chance for certain influential readers to turn over a new leaf and respond to growing pressure to expose one of their most vital statistics.

There is still time for action during the current year. The larger UK accountancy firms collaborate each spring to reveal several useful and comparable figures on their financial performance for the year to March 31, which are published in early summer.

They show fee income, broken down by the increasingly diverse divisions within each firm: audit, management consultancy, insolvency and so on. It is also normally possible to gather figures for the number of partners and salaried staff for the period.

But one crucial figure is always missing: the level of profit. Inside each firm, few salaried staff have accurate information on the money taken home by their partners. Outside the profession, an even smaller number can do no more than guess.

A handful of the firms with more open attitudes do provide data for internal consumption. Some head-hunters - and staff recruiters within the firms - can make calculated guesses from the declared income of job seekers. Most others, including accountants' clients and the general public, are left in ignorance.

The absence of a profit figure makes it impossible to arrive at any realistic estimate of financial performance for the firms, several of which are big businesses by any standard. The highest-earning firm, Coopers & Lybrand Deloitte, declared

fee income last year of £588m. The potential ambiguity from fee income alone is arguably greater than ever this year. Revenues may have continued to rise for most of the top 20 firms during 1991 in spite of the recession. But without a profit figure, there is no way of calculating elements like the cost of buildings and other overheads, the contribution to income from firms that were acquired or merged, and the amount generated by discounting on fees to win new business, all significant factors.

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But one crucial figure is always missing: the level of profit. Inside each firm, few salaried staff have accurate information on the money taken home by their partners. Outside the profession, an even smaller number can do no more than guess.

A handful of the firms with more open attitudes do provide data for internal consumption. Some head-hunters - and staff recruiters within the firms - can make calculated guesses from the declared income of job seekers. Most others, including accountants' clients and the general public, are left in ignorance.

The absence of a profit figure makes it impossible to arrive at any realistic estimate of financial performance for the firms, several of which are big businesses by any standard. The highest-earning firm, Coopers & Lybrand Deloitte, declared

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## Suffolk College

## FINANCE MANAGER

Up to £22,722

This is a newly-created position and the post-holder will report to the Director of Finance. Responsibilities will include preparation of budgets and accounts, provision of management information to Faculties and Units, and development of the Budgetary Control System. The postholder will also lead a team of 10 staff.

The post would suit a recently qualified accountant, but accounting technicians with appropriate financial and managerial experience may also be considered.

The successful candidate must be able to motivate staff and will possess good interpersonal skills and a positive attitude to change. This post is not open to job-share.

Further details and application forms from Personnel Section, Suffolk College, Rope Walk, Ipswich, IP4 1LT. Tel: (0473) 255885 ext. 336, Fax (0473) 230054.

Closing date: 27 January 1992

Please quote post number FS.02

This is a re-advertisement; previous applicants will be reconsidered.

SUFFOLK COUNTY COUNCIL

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## THE CITY

A small, independent consultancy which specialises in medium and senior level search across the financial sector, seeks a person or people who would like to team up with them. This would be achieved by working in tandem or, for the short term at least, functioning as a separate entity from our premises. Preferred age group 32-45.

The company operates from pleasant central offices, has a computerised database and an excellent reputation.

All enquiries will be answered and treated in total confidence.

Box No. A1720, 20th Floor, 1 Southwark Bridge, London SE1 9HL.

## Financial Controller

## Leading High Street Retailer

Up To £45,000 + Bonus

Exceptional role for young talented C.A. with strong systems background to lead Finance Department. High profile role in one of the UK's most successful retail organisations.

## THE COMPANY

Well known High Street retailer. Subsidiary of leading retail group.

Profitable. Turnover c.£300m.

Presently operating from 170 stores. Market leading business; planning further expansion.

## THE POSITION

Full responsibility to Board Director for accounting control and business planning.

Demanding role to lead department of 120 with 7 direct reports.

## QUALIFICATIONS

Challenge to manage and develop business financial plans and systems. Control capital expenditure budget of £15m.

## Reference BL0102

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## Head of Internal Audit

## Major Financial Institution

c. £40,000 &amp; Profit Share + Benefits

Exciting new appointment to build and drive a group audit function in a premier UK financial services company. Opportunity to affect operations at the highest level.

## THE COMPANY

UK based investment management group with major autonomous divisions.

Major leaders in international equity investment for institutional and private clients.

Well defined corporate philosophy, performance driven culture and strong management team.

## THE POSITION

Establish new audit function. Analyse operational and managerial controls throughout the Group.

Implement rigorous audit procedures and conduct special investigations for Chairman of Audit Committee and Group M.D.

## Analyse UK/international investment in exploration &amp; production

## Reading

British Gas is now firmly established as a major presence in the oil and gas industry worldwide and is unrivalled in its commitment to continued expansion, both internationally and domestically.

With a current turnover of £978m and operating profit of over £260m, E&P made a major contribution to the Group's record current post-tax profit of £0.9 billion announced earlier this year. Future financial targets are equally ambitious.

The company has the largest share of proven and probable gas reserves on the UKCS and owns interests in operations right across the globe - from the Americas to Africa and from Europe to the Far East.

Within the E&P Corporate Group a small team of professional accountants and analysts provide top quality financial input to senior management on existing and potential activities worldwide.

This new position has been created by continued expansion and you will enjoy a particularly wide ranging work scope.

As Financial Analyst, you will primarily be responsible for the appraisal of investment proposals, monitoring compliance with investment control procedures and contributing to significant investment decisions.

You will interact with senior management and with various other disciplines in the UK and overseas and will have the opportunity to gain experience of new countries, fiscal regimes, legal requirements etc. The post carries a high level of responsibility and presents an excellent career move.

A graduate in economics, petroleum engineering or a business related subject and, ideally, qualified in accountancy, you have three or more years' related experience which includes the appraisal of capital investment projects, preferably in E&P.

The remuneration package is highly competitive and includes company profit sharing and share save schemes, company car and a range of other benefits which reflect the importance of the position.

You will be based at the E&P Division Headquarters at prestigious new offices in Reading and generous relocation assistance will be provided where appropriate.

In complete confidence, please write with CV to: John Black, Simpson Crowther Consultants Limited, 97/99 Park Street, London W1Y 3HA. Telephone: 071-629 5909.

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## British Gas

identifying, providing and communicating the key operational information essential to maintain current growth patterns and will prepare monthly accounts for management and the international parent company.

General administration covers purchasing, customer service departments, data processing and the company's leasehold property portfolio.

As a member of the senior management team you will be expected to fully participate in the preparation and review of tactical and strategic plans.

The position will suit a qualified accountant (ACCA/ICMA) with at least three years post-qualification experience who is ready to move to, or already possess, senior financial management role in a medium size company.

Excellent communication and leadership skills are a pre-requisite for this position as are "PC literacy", forecasting experience and a "hands on" approach to the preparation of management and financial accounts.

Interested applicants should apply by 24 January 1992, with a full curriculum vitae to:

Richard Johnson  
General Manager  
Weight Watchers (UK) Limited  
Kidwells Park House  
Kidwells Park Drive  
Maidenhead Berks SL6 8YT

C. £30,000.00 + benefits, including accommodation

## DEPUTY GROUP FINANCIAL CONTROLLER

## THE COMPANY

An established Singapore-based group of companies specialising in shipowning, ship operation, shipbuilding and ship repair.

Owns a fleet of 45 vessels comprising anchor-handling tugs/supply vessels, ocean-going tugs, cargo barges, landing crafts and utility vessels which operate in the Asia Pacific region.

## THE ROLE

Reporting to the Group Financial Controller, the successful applicant will assist him in carrying out group finance functions, running a finance department of about 30 people, and reporting group accounts to the Board on very tight deadlines.

Prospects for promotion to Group Financial Controller within a short period of time are excellent. Once achievement on the job is demonstrated.

Candidates should apply in writing, giving details of qualifications, experience and salary to:

## THE MANAGING DIRECTOR

## MARITIME HOLDINGS LIMITED

## NO. 7 PAND

## GHANA

c £30,000 "NET"  
+ EXPATRIATE BENEFITS

## Finance Manager

This is an excellent opportunity to be involved in a young and fast developing commercial operation in Ghana. The company, a member of an international group, is engaged in manufacturing and marketing vegetable oils, foods and packaging operations for which products and brandnames are already well established.

Reporting to an expatriate General Manager, you will be a member of the local management team, specifically responsible for the efficient financial management and accounting of the subsidiary companies in Ghana. With a small staff you will be expected to develop a thoroughly commercial accounts department to include the production of sound management information and adherence to strict budgetary and cost controls and cash management disciplines. Future prospects for promotion are good.

You must be a qualified accountant with some 3 years' post-qualification experience in a financial management role, ideally in an FMCG or industrial environment. PC literacy and a knowledge of accounting packages are essential. Based in Accra, the initial contract is for two years and the remuneration will be paid "net of local tax" and largely "offshore".

Please send full personal and career details, including daytime telephone number, in confidence, to Christopher Haworth, Coopers & Lybrand Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3JB quoting reference CH885 on both envelope and letter.

Coopers & Lybrand Executive Resourcing

c £35,000 + CAR

## EAST ANGLIA

## Financial Controller

This \$80 million container transport company is a leader in the competitive short sea market to Europe. It operates extremely profitably on a pan-European basis from subsidiaries throughout the continent.

As Financial Controller and Company Secretary you will report to the Finance Director. Your responsibilities will include consolidations and group reporting, computerised costing, insurance, tax and the accounts of the European subsidiaries. The company utilises sophisticated systems providing central accounting for the operating businesses.

A qualified accountant, probably in your mid 30s, you will be used to working in a heavily systemised environment and have positive strengths in that area. Your experience, which ideally will have been gained in transportation or manufacturing

companies, should include hands-on roles in operating business. Any experience of European accounting could be an advantage whilst the ability to manage in a fast moving, pressurised business is essential.

The salary indicator should not deter exceptional candidates from applying.

Please send full career and personal details in confidence to John Elliott, at Coopers & Lybrand Deloitte Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JT, quoting reference JE217 on both envelope and letter.

Coopers & Lybrand Executive Resourcing

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Financial Recruitment Specialists

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## MANAGING IN A RECESSION

IN LONDON ON  
WEDNESDAY 5TH FEBRUARY 1992  
AT THE MERIDIAN HOTEL  
21 PICCADILLY, LONDON, W1  
AT 8.15AM TO 9.30AM

IN BRISTOL ON  
WEDNESDAY 26TH FEBRUARY 1992  
AT THE GRAND HOTEL  
BROAD STREET  
BRISTOL  
AT 8.15AM TO 9.30AM

IN BIRMINGHAM ON  
TUESDAY 24TH MARCH 1992  
AT THE BOTANICAL GARDENS  
WESTBOURNE ROAD, EDGBASTON  
AT 8.00AM TO 9.15AM

IN SLOUGH ON  
TUESDAY 11TH FEBRUARY 1992  
AT THE HOLIDAY INN  
DITTON ROAD, LANGLEY, SLOUGH  
AT 8.15AM TO 9.30AM

IN SOUTHAMPTON ON  
FRIDAY 6TH MARCH 1992  
AT THE HILTON NATIONAL  
BRACKEN PLACE, CHILWORTH  
SOUTHAMPTON  
AT 8.15AM TO 9.30AM

The Breakfast briefing will be given by Roy Brighton, a Director of Time Manager International. He suggests that good organisation performance in a recession is achieved by two routes:-

- Traditional "Hard" issues
- Attitudes, culture and innovation

He will examine the areas managers and directors must also manage:-

- Costs and Cash
- Concentration on core business
- Changes in the game plan
- Communication
- Celebration

(Places at the breakfasts are strictly limited)

If you wish to attend any of the free Business Breakfasts, please write to your nearest office at the address below.  
London: Rachelle Nealon at Robert Half, Freepost, Walter House, 418 The Strand, London, WC2R 0BR. Telephone: 071-836 3545.  
Slough: Susan Plott at Robert Half, Freepost, Princess Beatrice House, Victoria Street, Windsor, Berks, SL4 1YY. Telephone: 0753 857777.  
Bristol: Jackie Brostington at Robert Half, Freepost, 33 Wine Street, Bristol, BS1 2QX. Telephone: 0272 252572.  
Southampton: Louise Taylor at Robert Half, Freepost, 6 The Carromore, New Road, Southampton, SO9 1BG. Telephone: 0703 233131.  
Birmingham: Elaine Baker at Robert Half, Freepost BM2480, 63 Temple Row, Birmingham B2 4FR. Telephone: 021-643 1663.

## UK Financial Controller

## East Anglia

£40,000 package + fully expensed car

Our client is a highly successful group of companies in the healthcare sector, part of a leading multi-national. To realise the wealth of opportunities present in the UK market, the group has developed a long-term business strategy with financial management playing a leading role.

Reporting to the Finance Director, there is a major contribution to be made by the Controller in the broad commercial growth of the UK businesses. An initial project is the enhancement of financial systems to accommodate their future ambitions and medium term plans. Raising the profile of financial management as an influence in business decisions is also seen as a priority.

The scope of this appointment is enormous, offering the potential to pursue a fast track career in the UK and beyond - into Europe or the US parent group. Strong leadership and influencing skills are vital, as is the personal confidence to build effective working relationships with UK and international management.

The successful candidate (CA, aged 30-35) must be able to demonstrate exceptional accounting ability, business flair and the mobility necessary to expand this role in the foreseeable future.

Full relocation assistance is available.

Reply in confidence to:  
Jeff Adcock or Stephen Williams,  
Clark Whitehill Consultants Limited,  
25 New Street Square, London, EC4A 3LN.  
Telephone 071 353 1577, Fax 071 353 0525.

## City Chartered Accountants (medium sized)

require partner-designate. Candidate must be experienced, as a general practitioner, work with minimal supervision on a breadth of clients, the majority of which are the larger private companies. He should have commercial awareness. The practice is expanding, has eleven partners and was established in 1914. Ideal age 30-45 years.

Write Box A431, Financial Times,  
One Southwark Bridge,  
London SE1 9HL

## APPOINTMENTS

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## FINANCE DIRECTOR

## East of England

c. £35,000  
plus car  
and bonus

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FINANCIAL CONTROLLER  
...an international opportunity

to £30,000 + Car

An expanding multinational organisation principally concerned with tobacco and general trading has undergone a restructuring whereby a new division has been formed to handle the Group's worldwide tobacco business, currently running at around £50 million.

Reporting to the Financial Director, the Financial Controller will, inter alia, be responsible for all operational treasury matters including cash management, risk minimisation, arranging credit lines for outlying operations, documentary credits and all banking relationships. There will also be accounting responsibility for certain business areas. International travel will be necessary.

The position calls for an ambitious qualified accountant, probably aged 25-35 with treasury and more specifically trade finance experience gained in an international environment. Must be capable of working effectively as part of a small highly motivated team. Familiarity with computerised systems is essential and personal qualities must include first class communication skills, an analytical mind and a flexible approach.

Please write with C.V. and current salary to Box A430,  
Financial Times, One Southwark Bridge, London SE1 9HL.

# FINANCIAL CONTROLLER

AMSTERDAM AREA

(AGE 30-35)

DFL 100,000

Strengthened by its intensified organic growth, our client, a leading sales and services group within the IT industry, continues to build on its market position within a highly competitive global environment.

Headquartered in the US, the Company has an outstanding reputation in its domestic market and is mirroring such achievements worldwide. The challenges of managing European growth now present a superb opportunity for a first rate finance professional, to complement and strengthen its existing management team.

Reporting to the General Manager your key responsibilities will include:

- Production of financial management and statutory accounts
- Systems development
- Budgeting and forecasting
- Treasury
- Tax returns

The successful individual must have strong interpersonal skills, flexibility, proven leadership

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS ANTWERP AMSTERDAM



## Accelerate your career with the new force in electrical retailing

The two largest regional electricity companies, Eastern Electricity and Southern Electric are merging their retailing and appliance servicing operations to create a major force in electrical retailing. The new company will have some 230 retail outlets and 340,000 square feet of selling space stretching across the South and East of England with a turnover of over £170 million.

### Head of Management Accounting c.£35,000 plus car

Responsible for a team of four accountants, your primary tasks will be the introduction of an effective management accounting function across the company's operations, creating systems and key indicators capable of analysing all aspects of the company's performance and the provision of appropriate budgeting, forecasting and project based resources to meet all likely requirements of a fast moving and expanding retail business. Ref/H/1226/FT

The new culture that is being deliberately encouraged within this venture offers exciting opportunities for ambitious retail orientated accountants who want to be at the forefront of a business that is determined to "buck the trend". Flexibility and the autonomy to develop a separate culture from the parent companies are indicative of the scale of the commitment that is being made in the creation of this new business. Consequently, it offers excellent prospects for career progression.

### Head of Financial Accounting c.£35,000 plus car

Responsible for around eighteen staff, your primary tasks will revolve around the creation and integration of a new financial accounts team, the installation of new 4GL financial and general ledger systems, and the efficient and orderly functioning of a head office corporate financial function capable of meeting the critical deadlines of a fast paced retail environment. Ref/H/1226/FT

Price Waterhouse



EXECUTIVE SELECTION

**Touche Ross**

## FINANCE MANAGER

Central London

c.£35,000

Our clients are a rapidly expanding international conglomerate specialising in engineering, construction, property development and architectural design. They were founded in Japan over 150 years ago and have established a world wide reputation. They have been operating in the UK for five years.

As a direct result of their substantial growth within the UK sector, they have identified the need for an experienced and competent Finance Manager. He or she will be expected to take full responsibility for the UK company's financial and management accounting function. Reporting directly to the European Financial Controller, the Finance Manager will be responsible for a small accounts team, although growth

within this area is anticipated in the near future.

Candidates must be qualified accountants aged between 30 and 40, ideally with experience within the construction or property development sector. Computer literacy combined with strong diplomatic and management skills are essential requisites for this interesting and challenging position.

The ability to grow and develop in line with the company's anticipated growth will be a major criterion in the selection process.

Please send a comprehensive résumé, salary details and a daytime telephone number, quoting reference 3222, to Vivienne Hines, Touche Ross Executive Selection.

MANAGEMENT CONSULTANTS

1st Floor, Hill House, 1 Little New Street, London EC4A 3TR. Telephone: 071 936 3000.

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STEPHANIE COX-FREEMAN 071 873 4027

1

ability and be self motivated. Fluency in Dutch and English is essential in this stimulating environment. In return an excellent salary and benefits package are offered along with further opportunities within the Group.

For further information, interested applicants should telephone Jacques Police on 071-379 3333, or write to him, enclosing details at Robert Walters Associates, 25 Bedford Street, London, WC2E 9HP. (Fax 071-915 8714)

### FINANCE DIRECTOR SOUTH WALES C. £40,000 PACKAGE + BONUS

This is an opportunity to head the financial function in one of the UK's leading architectural and allied design practices.

The Role: Responsible to the managing partner for all financial functions, you will head the central administrative team and liaise with partners and senior management in the main and associated practices in 8 U.K. and 2 Far East offices.

Qualifications: A Chartered Accountant (35+) you will be a self-starter with excellent communication skills and the ability to advise senior management on financial strategy. Previous experience in a design practice or the construction industry is desirable, but not essential. Experience of computerised accounting systems is a pre-requisite.

Please reply with full C.V. to Ian Newton, Percy Thomas Partnership, 10 Cathedral Road, Cardiff, CF1 9YF

Price Waterhouse



EXECUTIVE SELECTION

## Financial Controller

circa £30,000 + car + relocation Bristol area

A wholly owned subsidiary of a US Corporation, our client is a profitable manufacturer of chemicals and one of the two main players in its field in the UK. The company has continued to grow throughout the recent recession, supplying a number of major international customers.

A Financial Controller is required to take responsibility for financial, secretarial and legal affairs. Reporting to the General Manager and to the headquarters of the European operation, the position forms part of a small and 'hands-on' management team. In

addition to traditional accounting and reporting duties, the Financial Controller will also be responsible for managing treasury requirements, upgrading computer systems, and all aspects of a busy finance department.

Ideally CIMA qualified, you will have gained a good understanding of internal reporting, procedures and controls in a group environment. You will have been involved in systems specification and implementation and will be confident in managing change. Familiarity with GAAP requirements, pension administration and

basic treasury management would be advantageous. Unlikely to be aged below 30, you will combine maturity and responsibility with a proactive approach and a willingness to 'get your hands dirty'.

Please write, quoting reference MCS/8932 and enclosing a CV and salary details to:

Mark Hartshorne  
Executive Selection Division  
Price Waterhouse  
Management Consultants  
Livery House  
169 Edmund Street  
Birmingham  
B3 2JB

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European Software Publishing Limited

## GROUP FINANCE MANAGER

Up to £30k + Car + Stock Options

ESP has overseen the successful launch of the Symantec and Norton product ranges in the UK and more recently that of Forest and Trees, a Data Access and Reporting Tool. It has enjoyed tenfold sales growth over the last three years, achieving retail sales to date of £1.5m a month.

A new opportunity has been created reporting to the Group Financial Controller. This is a key position, where you and your team will be responsible for producing and reporting on Divisional Management Accounts and Group consolidations as well as assisting with other financial, statutory and secretarial duties within the Group. You will have an active role in

contributing to the management and strategic direction of the business.

To apply, you will be a young, successful and qualified accountant with at least 3 years post qualification practical and management experience. You should be highly motivated, computer literate with a systems bias and capable of performing within a strong demanding management team. Excellent leadership and interpersonal skills are essential.

This appointment offers an outstanding career opportunity for an enthusiastic commercial accountant. If you think you can meet the challenge, please send your detailed CV to our consultant Carole Fletcher at

Buckingham Personnel, 1921 Chapel Street, Marlow, Bucks, SL7 3HN.

Tel: 0628 891289, Fax: 0628 891155.

SYMANTEC.

**Head of Audit**

A major player in their specialised leisure business, my client is part of a £1.2bn organisation. This UK company has an annual sales turnover approaching £500m and operates from 17 UK locations. Following a reorganisation and the development of complex financial control systems to meet the needs of the business, this new appointment is being made to implement a systems based audit approach and to improve utilisation of audit resources.

Reporting to the Financial Director, you and your team will be responsible for all financial audit operations. Working with senior management, the emphasis of your role will be the provision of a modern audit service using sophisticated systems based audit tools. Critical to your success will be your ability to ensure that audit is seen as a quality service which adds value to the organisation.

Probably aged under 40, you will be qualified and have at least 5 years' experience in a professional audit function. With an excellent working knowledge of sophisticated audit tools, you must have management and interpersonal skills which will enable you to establish credibility and work successfully with senior management across the business. You must also be free to travel in the UK and abroad as required.

Success in this demanding role will be rewarded by an excellent remuneration package and career progression opportunities. To apply, please write, quoting reference number MD2905, enclosing a full CV with salary details to

Tony Clarke, Macmillan Davies Consultants, Salisbury House, Bluecoats, Hertford, Herts SG14 1PU. Telephone: (0992) 552552.

Bedfordshire

c. £35,000 + car



Macmillan Davies

SEARCH &amp; SELECTION

**COMPANY ACCOUNTANT**

The BonusPrint Group of companies requires a qualified accountant to be based at Borehamwood, Herts. The prime role is to take control of all aspects relating to the accounting and administration of the subsidiaries' operations.

The successful candidate will offer the following attributes:

- strong commercial orientation
- previous industrial experience, preferably including retail
- mature approach to problem resolution
- computer literacy
- good communication skills

Remuneration will be up to £27500 plus car

To apply please send a full C.V. and covering letter to:

J R Barrow, Financial Controller,  
BonusPrint Ltd.  
Stirling Way, Borehamwood, Herts, WD6 2AZ.

**Finance Director**

Thames Valley

c£45,000 + Bonus + Car + Banking Benefits

Our client, a subsidiary of a major Finance House, is a substantial player in the field of Asset Finance. The Thames Valley based subsidiary is engaged in the supply of medium ticket tax based leasing products, principally through sales finance programmes with major suppliers.

Following an internal promotion they now require a Finance Director to continue the company's progression as it expands. The role encompasses responsibility for the full finance function, control of data processing and contract administration. Key early tasks will be to conclude the review of the specialist leasing systems and the management reporting routines, with a view to satisfying future business and information needs.

Reporting to the Managing Director and functionally to the Group Finance Director, the job holder is responsible for 30 staff.



Michael Page Finance  
Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

The candidate will be a graduate qualified accountant, aged 35-45, with extensive experience gained in a leasing related or similar environment. Commercially strong, the individual will have highly developed negotiating skills and strategic long term planning experience. In addition, the candidate will have had exposure to treasury, data processing and high level credit control. With strong man-management and interpersonal skills the candidate will be an achiever at both strategic and tactical levels.

If you believe you meet the criteria to deliver in this demanding environment, please apply enclosing a curriculum vitae to: Oliver Howl BSc ACA,

Michael Page Finance, Bennetts Court,  
6 Bennetts Hill, Birmingham B2 5ST.  
Please quote reference OH 127.

MP

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Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
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**Finance Director**

Northants

Based in rural Northamptonshire, our client is a key division of a rapidly growing PLC, engaged in design and build work for high street retailers, with markets expanding both at home and abroad.

They are now looking for a Finance Director to assume full responsibility for both finance and systems departments and to liaise actively between group and subsidiary in the ongoing expansion of the division.

The position carries responsibility for ten staff and reports operationally to the Managing Director and functionally to the Group Finance Director. In addition to developing management and group reporting, improving credit control and costing systems, the position involves financial planning and budgeting and the development of formal strategic goals. Improvements in productivity and profitability will be achieved by working closely with production to accurately predict



Michael Page Finance  
Specialists in Financial Recruitment  
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Nottingham Manchester Leeds Glasgow & Worldwide

c£40,000 + Car + Benefits

activity levels, and much ad hoc work including acquisition related matters is anticipated.

The successful candidate will be a graduate qualified accountant, aged 30-35, with industrial experience to include one or all of; manufacturing, retail and distribution. He/she will have a first class business acumen, strong long term planning and modelling skills and good practical systems development experience, both in accounting and manufacture. Assertive, willing and capable of originating and implementing change he/she will nevertheless maintain strong working relationships.

If you have the drive and desire necessary to succeed and progress within this expansionist culture, then apply enclosing a curriculum vitae to Oliver Howl BSc ACA, Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST. Please quote reference OH 128.

**Finance Director**

South West

Our client is a £20 million plus turnover subsidiary of one of the UK's leading industrial groups. The company has multi-site operations and is engaged in a highly competitive, fast moving, manufacturing sector. Internal promotion has created the requirement for a high calibre financial manager to join the executive team.

The successful applicant will be responsible to the Managing Director for all areas of financial management and control, including:

- \* Participation in the development and implementation of business plans to achieve the company's objectives.
- \* Production of consolidated information, statutory accounts and divisional taxation computations for both local management and group use.
- \* Compilation of budgets, cash and profit forecasts.



Michael Page Finance  
Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

£40,000 + Bonus + Car

\* Appraisal of all major capital projects including the evaluation of potential acquisition targets.

He/she will also be expected to contribute to the successful commercial development of the business.

Candidates, aged 35-45, should be 'Top 6' qualified Chartered Accountants, with a demonstrable track record of achievement in a commercially demanding manufacturing environment. Strong interpersonal skills, a high level of business acumen and the ability to work accurately to tight deadlines are essential prerequisites. Career development opportunities within the group will be substantial.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 3026 to Paul Toner at Michael Page Finance, 29 St Augustine's Parade, Bristol BS1 4UL. Tel: 0272 276509.

**AGE PROFILE 30-40****CIRCA £55,000 + CAR + BENEFITS****GROUP FINANCIAL CONTROLLER**

LONDON

**AGE PROFILE 30-40****CIRCA £55,000 + CAR + BENEFITS**

With an outstanding reputation for innovation and project management, our client is a leader in one of the world's most competitive business areas.

Its UK headquarters continues to develop as a function of the constantly changing business environment and as a result an experienced Group Financial Controller is required to manage the UK accounting function.

As an integral part of the senior management team you will report directly to the Finance Director and assume responsibility for a staff in excess of twenty-five.

The successful applicant will be a qualified accountant with commercial experience gained ideally within the property field. In addition to excellent technical ability, you must possess outstanding management and interpersonal skills

as you will be liaising with senior individuals both within and outside the organisation. A hands-on approach to problem solving is a pre-requisite of this challenging role.

To discuss this exceptional opportunity further, contact Graham King or Giles Daubeny on 071-379 3333 or send a detailed CV to Robert Walters Associates, 25 Bedford Street, London WC2 9EP. (fax 071-915 8714)

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS ANTWERP AMSTERDAM

BBC TELEVISION

**Head of Finance and Systems  
Studio Production Resources****c.£35k plus relocation****West London**

Studio Production Resources is a £60m business and the BBC's major provider of studio facilities, employing c.1000 highly skilled staff.

The introduction during 1992 of Producer Choice will allow programme makers to seek competitive tenders for staff and studio facilities. The ability of Studio Production Resources to attract and retain business will be vital in securing its success in this new and challenging environment.

A key position in the achievement of this aim will be the new appointment of a Head of Finance and Systems. Directly accountable to the Head of Studio Production Resources, you will contribute to policy formulation, be the financial controller of the operation and play an active part in the management team through the provision of strong financial leadership.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

Key responsibilities will include:

- The production and critical review of routine and ad hoc management and financial information.
- The further development of planning, forecasting and budgeting procedures.
- The enhancement of computer based financial and management reporting information systems.

The successful candidate will be professionally qualified and have several years experience gained in a progressive large commercial environment, ideally within the service sector. The ability to demonstrate a high level of commitment, gain credibility and successfully manage change will be essential to a successful appointment.

Interested applicants should send their Curriculum Vitae to: Teresa Simpson, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

**Price Waterhouse**

EXECUTIVE SELECTION

Two challenging opportunities have arisen to join a major international group. Expansion in the UK and Europe now requires the setting up of an Internal Audit function and the appointment of two key personnel.

**Senior Manager - Internal Audit****£50,000-£55,000 + excellent benefits London**

Working closely with the Group Finance Director, you will be responsible for establishing the function and developing a proactive approach to reporting on existing operations and planning for future growth.

A qualified accountant, you will have substantial experience of auditing, together with management responsibility within the profession and/or industry.

You will be able to demonstrate a record of achievement and may already have been involved in setting up an Internal Audit function.

Your ability to generate immediate personal authority, with senior management throughout the group is essential as are strong communication and leadership skills. Reference F/1227.

**Computer Audit Specialist****£40,000 - £45,000 + excellent benefits London**

Acting as the Number 2 to the Senior Manager - Internal Audit, you will be responsible for establishing and controlling the EDP audit aspects within Internal Audit. You will develop EDP audit methodologies and policies and take charge of large and complex EDP audit assignments.

You will have a Computer Science degree and/or

relevant professional qualification together with a number of years' experience in computer auditing. Ideally you will be a qualified accountant.

You will work well in a team environment and be able to establish personal credibility with senior management. Reference F/1228.

Candidates interested in applying for one of these new and challenging roles should write immediately, enclosing full career details and quoting the appropriate reference number to Heather Thomas at: Executive Selection Division, Price Waterhouse, Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y 9PB.

**ACCOUNTANT - £22,000 TAX FREE****SINAL, EGYPT****MULTINATIONAL FORCE  
AND OBSERVERS**

ENTHUSIASTIC, SELF MOTIVATED INDIVIDUAL WITH 3-5 YEARS EXPERIENCE IN BOTH FINANCIAL AND MANAGEMENT ACCOUNTING AND PC SKILLS IS NEEDED FOR THE FINANCE DEPARTMENT OF THE MULTINATIONAL FORCE AND OBSERVERS, AN INTERNATIONAL PEACEKEEPING FORCE IN THE SINAL DESERT. CANDIDATES SHOULD BE PART OR RECENTLY QUALIFIED, AGE 25+

TWO YEAR RENEWABLE, SINGLE STATUS PACKAGE (INCLUDES HOUSING, MEALS & EXCELLENT SPORTS FACILITIES). SEND C.V. BY EXPRESS POST TO:

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OR BY FAX MFO HEADQUARTERS IN ROME ITALY - 396-592-0692

MFO REGRETS IT CANNOT RESPOND TO ALL APPLICANTS

FINA

Star

# Finance Director

A £70m turnover Plc, my client has recently undergone a major restructuring exercise and has returned to profitability. They now seek a Finance Director to assume responsibilities at Group level and co-ordinate the financial activities of subsidiary companies.

This is a main Board appointment which includes acting as Company Secretary and demands a thorough knowledge of Plc operations. You will have good City connections and experience enabling you to support the Chairman and Chief Executive in formulating and implementing growth strategies. Your excellent inter-personal skills will enable you to convince the Board and investors of the soundness of your proposals. You will have a key role in the general management of the Group but with particular emphasis on enhancing the computerised control and management systems.

Talented, Chartered Accountants with broad commercial experience at senior levels in Plc operations are invited to apply by writing with full CV details, and quoting ref. MD2725 to Clive Morris, Macmillan Davies Consultants, Colston Centre, Colston Street, Bristol, BS1 4UX.

SEARCH &amp; SELECTION

Macmillan Davies



## GRADUATE CHARTERED ACCOUNTANT

**City** c. £35,000 + Car + Banking Benefits  
Capital Markets

The investment banking arm of this major world bank, one of the international securities market's leading players, is offering an outstanding opportunity for a high-calibre graduate chartered accountant. Supervising a small team, you will provide essential financial support to the company's capital market activities and be responsible for guaranteeing the smooth flow of management information, ensuring that statutory requirements are met. This will necessitate a 'hands-on' approach to problem-solving and the keen desire

to undertake ad hoc assignment work when required. An ambitious individual in your late 20's, with strong interpersonal skills and a positive approach, this will prove to be an ideal second career step after qualification. Applicants will need to demonstrate proven experience of banking or capital markets and a detailed understanding of their related products. This high-profile role combines recognition and opportunity with an impressive salary and benefits package which will prove no object to the right individual.

Write with full CV and daytime telephone number to Patrick Donnelly quoting ref. FT/090.

PD Consultants, 314/316 Vauxhall Bridge Road, London SW1V 1AA. Tel: 071-828 2273.

## Regional Financial Controller

**Poland** c. US\$65,000+ generous benefits

- \* Leisure/Entertainment
- \* Exciting New Venture

An American backed investment programme in Eastern Europe, has resulted in an exceptional opportunity to play an influential part in the development of one of its projects.

Cable Television is an emerging industry in Poland and this company is at the forefront in developing technology and bringing Western expertise to the media business.

A Financial Controller is now required for the first regional development to define and implement a financial structure which will reflect the demands of the new Group. The position, based in Gdańsk, reports to the Regional Operations Manager and essential criteria include an accounting qualification, significant staff management skills and experience of financial management, budgeting and systems implementation. A commitment of at least two to three years is required.

Language skills are not essential but individuals must have the maturity and strength of character to initiate change and to succeed in a business that is both culturally and commercially challenging.

Please forward CVs to Pippa Curtis or Liz Osborne at Douglas Llambias Associates Limited, 410 Strand, London WC2R 0NS, or telephone on 071-836 9501, quoting reference: FT19192.



## FINANCE DIRECTOR

**East London** c. £45,000 + car

Stanton is a well established manufacturing company predominantly supplying components to the automotive industry, with an operational turnover of £13 million and 300 employees. We are a subsidiary of The Laird Group Plc.

The Finance Director will be responsible for accounting, secretarial, IT, and purchase department.

Candidates must be team players and have extensive financial experience within manufacturing. They should also be capable of developing financial systems and controls within a high growth environment.

The employment package includes a fully expensed car, pension, and BUPA.

Please send your career and personal details to: Ray Lander, Company Personnel Manager, Stanton Rubber and Plastics Ltd, Ordell Road, Bow, London E3 2DS.

**Stanton**  
Stanton Rubber & Plastics Ltd

EXCELLENCE THROUGH TEAMWORK

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SEARCH & SELECTION  
SUITE 303, BLACKFRIARS FORTRESS,  
156 BLACKFRIARS ROAD, LONDON SE1 9EN  
TELEPHONE 071-721 7265 FACSIMILE 071-721 7268

# Financial Manager

## A key appointment with outstanding prospects

**Circa**  
**£35,000**

**MBO**  
**Prospect**

**Sussex**

Our client, a leading FMCG distributor with depots throughout the U.K., is employee controlled and plans to continue to grow its billion pound business. The Company now wishes to recruit an ambitious accountant as deputy to the Financial Director.

The prime task of the manager initially will be to gain an in depth knowledge of the Company's operations and administrative procedures, which will include a review of the Company's management information systems and overhead cost structure.

Thereafter the manager will be expected to demonstrate the ability to manage all aspects of the Company's most senior financial position and make a positive contribution to the group of managers identified to succeed the current directorate.

Applicants, qualified accountants under 45 years old, should have the ability to command the respect of senior managers, the desire to be fully involved in the business and its motivation of people, excellent communication skills, a hands on approach and the ambition, determination and tenacity required to achieve positive results. Candidates should justify promotion to the Board within approximately two years and this could lead to participation in an MBO as a key member of the management team.

Please write in confidence with full career and salary details quoting ref 104 to John Hills, Curzon Selection and Search, Shottermill Ponds, Haslemere, Surrey GU27 3RB.

**CURZON** Selection and Search

NORWEB plc

## Computer Audit Manager

up to £40,000 + car + benefits  
- step up to senior financial management

By any standards, NORWEB is a very large business indeed with an annual turnover in excess of £1 billion and over 2 million customers to take care of daily. Our operation is complex and diversified and demands sound financial management.

We are now seeking an ambitious, computer literate professional who is a qualified accountant to play a key role in helping us to achieve this objective.

Reporting to our Chief Internal Auditor you will manage a team involved in systems audits, implementation reviews, computer installation security reviews and other ad-hoc assignments, in addition to contributing to strategic audit planning. Helping us to fully develop CAATS is also a major challenge.

The right person should be able to demonstrate a successful track record of financial management within a large company, allied to substantial experience of modern computer audit techniques.

As the role is perceived as a stepping stone into senior financial management, you'll also be expected to possess drive, initiative and good communication skills. Ideally candidates should already be earning a salary in excess of £30,000 per annum.

In return, we'll offer a highly attractive package including company car and a generous range of benefits. Assistance with relocation can be provided where appropriate.

Please send a detailed CV to the Personnel Director and Company Secretary, NORWEB plc, Talbot Road, Manchester M16 0HQ quoting reference 91/188 on the envelope by Friday 24 January 1992.

Equal consideration will be given to all applicants irrespective of sex, race, creed or disability.

**NORWEB**

POWER BEHIND THE NORTH WEST

## Head of Finance

### Making IT into a business

£34,667 - £42,870

The IT Division of the Inland Revenue is being formed into an Executive Office to be run on sound business principles. This involves considerable change in management approach, and the appointment of a qualified Head of Finance is an important first step.

Based in Telford or London, the successful applicant will ideally have held a senior financial position in a large, geographically spread commercial organisation, and have worked as a member of an executive team to achieve significant change in the financial and management culture of the business.

The IT organisation is a leader in Government computing. It has 2,800 staff and an annual budget in excess of £200 million. New financial procedures and systems are needed to meet the requirements of the Government's Next Steps programme.

This position will provide a stimulating and demanding challenge for a committed and experienced financial accountant.

For further details and an application form (to be returned by 31st January 1992) write to Recruitment & Assessment Services, Alton Link, Basingstoke, Hants RG21 1JB or telephone Basingstoke (0256) 468551 (normal office hours). Please quote ref C/92/1243.

The Civil Service is an equal opportunity employer.

**HEAD OF FINANCE**

Applications are sought for the new post of Head of Finance for Ealing Tertiary College. The College, which is likely to be an independent body in April 1993, will enjoy a gross revenue budget of £13 million pounds and will be located on at least four major centres based at Acton, Ealing Green, Norwood Hall and Southall.

Applicants should be able to demonstrate:

- \* Qualified Accountancy status.
- \* Strategic financial responsibility in either the commercial or public sector.
- \* Ability to establish a new finance function with appropriate levels of control.
- \* Ability to develop financial procedures.

Candidates will need to possess high levels of interpersonal and communication skills and will be competent in using commercial software.

**Salary**

The salary will be negotiable (currently £19,455 - £44,703) and in addition a performance related pay supplement at a maximum rate of 7.5% of the annual basic rate will be payable, to be reviewed, in the context of criteria determined by the governing body. London weighting will be paid at a rate of £1,641.

**Applications**

Applicants must complete an application form and write a detailed letter explaining how they can make a distinctive contribution to the new college. The closing date for receipt of applications for the above post is Wednesday 29 January 1992.

For an application form and further particulars, please write to: Ian Wallis, Principal Designate (Ref: ETC/IW), Ealing Green Centre, c/o Ealing Green High School, The Green, Ealing W5 5EW. Or telephone: 081-758 8215.

 **Ealing**  
Education Service

An International construction company is currently seeking for one of its international activity a

**Finance and Administration Manager****Asia**

Reporting to the Project Manager you will have responsibility for the full range of administration, finance, accounting, legal and control functions of the company. Leading and motivating your team you will have contacts within the group and all external advisors.

A group in a period of strong growth offers genuine possibilities for career development.

**Motivating Salary**

Aged 30/45 years and with a strong educational background, you have at least three years of experience in a similar environment you are bi-lingual, English and French.

Interested candidates should contact Jean Kerckhove, Michael Page International, 30 bis rue Spontini 75116 PARIS FRANCE, tel + (33-1) 45.53.26.26 (ref. JK7735FT).



**Michael Page International**

**LLOYD'S INSURANCE BROKING PLC**

Finance Director - Designate, £45K & Usual Benefits - Bonus & Share Options

Leading Lloyd's Insurance Broking Group is looking to recruit a key individual to play a vital role in the Company's future development. Reporting to the Chairman and Chief Executive you will be responsible for all aspects of financial management, strategy formation and systems development.

The appointee will be a qualified Accountant with strong technical and systems skills developed in the specialist area of Lloyd's Insurance Broking. The successful applicant will be closely involved with the implementation of strong financial controls

Please write enclosing a detailed CV to Box A433, Financial Times, 1 Southwark Bridge, London SE1 9HL.

over the Company's subsidiaries and expanding London and provincial operations. You will be aged between 30 and 45 with the ability to work closely at Board level and to liaise throughout the Group bringing a creative and imaginative financial approach to the formulation and execution of business strategies. Experience of acquisitions and joint venture agreements for a quoted company with related stock exchange reporting requirements would be an advantage.

The package will include usual additional benefits.

**YOUNG CORPORATE FINANCIER**  
To £30,000 + Car + Banking Benefits

A Chartered Accountant with not more than one year's post qualification experience, is sought by a market leading British merchant bank whose reputation for efficiency and innovation is second to none. You will be employed within the Bank's highly capable Corporate Finance Division where varied practical experience, backed by first class training, makes this an outstanding opportunity.

Specifically, you will participate in a stimulating range of assignments, in each instance as part of a uniquely constituted team brought together to resolve a particular client's needs. Such work embraces mergers/acquisitions, bids and defences, debt/equity finance, company flotation/listings, and project funding exercises. Promotion is based entirely on merit.

To qualify for consideration, you should possess a highly creditable academic record and first time passes in the professional examinations. You should also have trained with a Top 6 practice either in London or in a provincial city of commercial note.

If you wish to pursue your interest in this appointment, please call Paul Glatzel on the number below or out of hours on 081-348 7749. Alternatively, please write briefly enclosing a CV and quoting reference 8050.

**EXECUTIVE CONNECTIONS**  
BANKING & FINANCE  
12-14 MASON'S AVENUE, LONDON EC2V 5BT. TEL: 071-600 1122. FAX: 071-600 1685.

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Telephone Keith Mitchell on 071-930 5041 for an exploratory meeting without obligation.

Landsec House, 19 Charing Cross Road  
London WC2H 0ES  
Tel: 071-930 5041 Fax: 071-930 5048

INTER EXEC PLC - means much more

**Finance and Planning Manager**

London Area

To £35,000 + Car + Bonus

Our client, a leading UK plc, is seeking a proactive accountant for a key financial position within a developing business unit. This particular department will play a crucial role in shaping the Company's business objectives and will therefore relocate to corporate headquarters, along the M4 corridor, in mid-1993.

As the senior financial representative in the management team, the Finance and Planning Manager will co-ordinate accounting and business planning activities for the unit and provide financial support to the key decision makers, ultimately at corporate level. Responsibilities will include the implementation of appropriate financial controls and the motivation of a small team of staff who cover budgeting, project costing, monthly accounts preparation and various administrative activities.

Candidates should be commercially astute accountants with 2 to 5 years' post qualification experience and must demonstrate an awareness of financial management issues, possess proven supervisory skills and be computer literate. Essential attributes will include an innovative and imaginative approach to accounting concepts and the interpersonal skills required to establish credibility with colleagues at all levels.

Please write, in confidence, enclosing career details with day and home contact numbers to Tim Knight, quoting reference TCK/12.

**KPMG Selection & Search**  
2-3 Dorset Rise, Blackfriars, London EC4Y 8AE

**Portfolio****2 Group Accountants**

Buckinghamshire to £30,000+car

- \* ACA or CIMA
- \* Bluechip plc
- \* Excellent Career Prospects

A major retail and distribution plc is keen to appoint 2 qualified accountants into the Group finance team. A newly qualified ACA will handle Group reporting, liaising with 2/3 subsidiaries and Head Office Management. A CIMA with 2/3 years PQE will interpret and present management information and upgrade the systems. Candidates with a lively character will flourish within an excellent corporate culture.

Please forward CVs to Peter Green at Douglas Llamias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/A.

**Senior Financial Accountant**  
Home Counties to £30,000+car

- \* Qualified Accountant
- \* Age up to 30
- \* Oil Experience Preferred

This is an opportunity to join a bluechip company in a high profile financial accounting role. The vacancy has arisen in the upstream division of this major company and candidates ought to have had oil company experience. They should also be qualified, with 1 year to 18 months PQE and have the ability to develop their commercial skills in an international company. This is an excellent opportunity to join a successful team with a long term future.

Please forward CVs to Stephen Hackett at Douglas Llamias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/B.

**Financial Reporting & Analysis**

West End £30,000+car

- \* Highly successful
- \* Retail
- \* Growth

This international retail group specialising in fashion for all ages is undergoing a programme of growth in both the UK and Europe. They currently require a qualified accountant to look after the budgets, forecasts and performance analysis, and to oversee the general accounts department. You will have a retail background, be highly PC literate and have a strong commercial approach.

Please forward CVs to Liz Osborne at Douglas Llamias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/C.

**Newly Qualified Accountant**

City £26,000

- \* AGA or ACCA
- \* Growing Company
- \* Varied Role

This large plc with diverse interests in leisure and financial services is seeking a Group Accountant. The role will encompass both financial and management accounting with emphasis on the commercial aspects. The candidates should be recently qualified with good analytical skills and a "hands on" approach.

Please forward CVs to Deborah Sherry at Douglas Llamias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/D.

**Product Management Accountant**

City c. £30,000  
+banking benefits

- \* Prestigious Merchant Bank
- \* Broad Business Exposure
- \* ACA/ACCA + 2 years' PQE

This leading financial institution has a requirement for a divisional accountant to take financial responsibility for its niche businesses, including Capital Markets, Asset Trading, Money Broking, Development Capital and Property Finance. Providing a full management reporting service across the divisions, the role encompasses detailed analysis of trading positions, Bank of England and Board reporting, and the maximisation of MIS reporting potential. In addition, the position will involve responsibility for establishing financial procedures for new businesses, and extensive liaison with senior management.

The successful candidate will be a graduate and qualified accountant with highly developed technical and interpersonal skills and up to two years' experience of the financial services sector, preferably in banking. Management skills and a project orientation are also desirable qualities.

Please forward CVs to Joe Thomas at Douglas Llamias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/E.

EDINBURGH 01-225 7744  
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LONDON 071-836 9501  
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071-873 4027

**FINANCIAL CONTROLLER**

c £35,000 + car, etc.

**City Stockbrokers**

Position is with an established and well respected firm. Reporting to the divisional Group Finance Director, the Controller is supported by a small but able accounts team. Overall objectives include - production of timely and accurate management information, prompt submission of regulatory (SFA) and tax returns, thorough analysis of branch and product costings.

Ideal career move for an ambitious, qualified accountant, aged 27 to 32, who has gained some relevant experience of stockbroking either as an auditor or employed in a firm.

Applications should be made initially to Philip Griffiths at the recruitment advisers COMMERCIAL RESOURCES on 071-258 3436, by fax on 071-723 1553 or c/o PO BOX 1046, London, W2 1SW.